

**UNIVERSITY of NORTH TEXAS
COLLEGE OF BUSINESS**

**BUSI 4940 - Business Policy (Strategic Business Integration)
Course Outline – Section 002 – 5W1 2017**

Instructor: Professor Mike Sexton
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Office Hours: **Monday - Thursday: 1:00 pm – 2:00 pm (CST).** Other times available by appointment and UNT e-mail checked daily except Sunday.

INTRODUCTION:

Business Policy (BUSI 4940) is a **Team Based** capstone course, focussed on the integration of functional areas and requiring students to determine policy at the general management level. Students address problems and issues faced by business firms, seeking to manage the relationships between different elements of the firm and integrate functional areas in order to optimise performance.

Prerequisites: Completion of all other business foundation courses and senior standing. This course is to be taken in the last semester of course work.

COURSE OBJECTIVES:

This course has been structured to help you achieve four major objectives. At the end of the course you should:

1. Appreciate the value of taking a general manager's view of the firm
2. Able to organize thinking around a strategic framework which includes the following elements:
 - Strategy
 - Environment
 - Resources
 - Managerial beliefs, values, attitudes, and risk tolerance
 - Organization
 - Strategic fit, competitive advantage, and implementation
3. Able to understand how functional areas interact to influence firm performance
4. Able to make decisions that create better integration between functional areas so as to improve firm performance

REQUIRED MATERIALS:

There is no textbook for this course. The course will be taught with supplements and additional readings.

Microsoft® Office Suite™ and Adobe® Acrobat Reader™ are the official software packages for this course. I will not accept Google Docs, Pages, WPS, RTF, and etc. You may use a video codex that is compatible with your computing system.

METHOD OF INSTRUCTION:

Classes in the course will be conducted using discussions, exercises, articles and cases. Discussions will be used to elaborate on and extend the content of the readings, developing conceptual ideas and applying them to business situations. Articles and cases will deal with issues related to the strategic management framework and business integration. Recognize that each article/case is simply a record of an issue, which has been faced by business executives. It is not to be construed as portraying either correct or incorrect behaviors. Instead, these articles/cases contain the facts, opinions and prejudices upon which executive decisions have been made. As such, they will provide the basis for in-depth examination of particular issues and concepts.

For this method of instruction to work effectively, **you must have read and thought about all assigned material prior to the class.** A good rule of thumb is to spend as much time analysing and preparing the material as you do reading it.

PERFORMANCE EVALUATION AND GRADING:

Your grade in this course is based on the total number of points earned (not percentage). That will be determined by your performance on three exams, two integrative team projects, two team presentations, individual/ team assignments, and the level and quality of your participation. I do not round points up or down. The point distribution will be as follows:

Participation:	10
Assignments:	30
Case Part 1, Financials & Ratios:	10
Case Part 2, Industry Analysis:	10
Case Part 3, Resource Analysis	10
Exams: 3@ 150 each	450
Practice Case & Presentation:	100
Comprehensive Presentation:	20
Comprehensive Report:	<u>190</u>
Maximum Points Possible:	800

<u>Total Points</u>	<u>Grade</u>
720 to 800	A
640 to 719.9	B
560 to 639.9	C
480 to 559.9	D
479.9 or below	F

CLASS PARTICIPATION AND ATTENDANCE:

Various discussion techniques will be used in class. For these techniques to be effective, you must do the following:

ATTEND every class, arriving on time so that it can start promptly. All of you are at the age where life happens and may require time away from class. University policy states the conditions and remedies for school and personal related absences. These include, but are not limited to school sanctioned activities, illness, civic duty, military service, caregiver leave, and religious observances (to include funerals). In order to treat everyone equally under the law (Federal and State), some form of official documentation is required as to why-where-when. This is not intended to be an invasion of privacy but, will allow me to accommodate you during this unusual period of time. Please inform me of the situation and discuss documentation at Michael.Sexton@unt.edu.

PREPARE for every class so that you can contribute to the discussion and also appreciate what is being said. Adequate preparation requires more than simply reading the assigned material. Rather, you should have analyzed all the important issues, taken a position on them, and be prepared to support them. If you have been unable to prepare adequately let me know before the class. This will help you avoid being embarrassed inadvertently.

PARTICIPATE in every class. You are responsible for making sure that you do. Participation can take many forms, including making a comment, questioning what has been said, and synthesizing what has been said. If a fellow student makes a point you disagree with, do not let it go unchallenged. Otherwise I will assume you concur, possibly to your peril.

KEEP in mind that the amount of knowledge you gain from this course depends directly on your level of preparation and participation: you cannot participate if you do not attend class, and you cannot participate effectively if you have not prepared. Furthermore, the skills you develop through participation are as valuable as the techniques you learn in the course.

ASSIGNMENTS:

Individual-

During the semester, you will be required to complete three (3) individual assignments. These will feed in to the team practice case. The point is to insure that all individuals can perform an analysis of the industry, financials, and resources.

Team-

During the semester, you will be required to complete a team practice case and a team comprehensive final project. As part of each assignment, you or the team will be required to make a presentation and submit a written report detailing the analysis, findings and recommendations. Check the course outline (at the end of this handout) for specific assignment dates.

All reports should be typed, use double-spaced lines, single character spacing, Ariel 12 point font, one inch margins, ¼ inch indentions, utilize the American Psychological Association (APA) citation format, and is limited to 40 pages in length (excluding exhibits, tables and appendices). A professional report that (a) demonstrates a command and understanding of the issues involved in the case and their interrelationships, (b) uses sound presentation logic and well thought through justifications, and (c) displays a liberal use of *appropriate* graphs, charts and tables, is expected. The written assignments must be submitted in class on the day they are due. I will require the **Final Project's** Word and Excel files be archived for submission to www.turnitin.com. Late submissions will not be accepted.

The in-class **Team** presentation must be of the highest professional standards. Use of appropriate presentation mediums and captivating presentation style is essential. Your team's presentation will be graded based on the quality of (a) the content of the presentation, (b) the presentation style, and (c) the ability of the team to justify its position in the Q&A. Presentations must be limited to 20 minutes. Presentations will be followed by 10-15 minutes of Q&A. All presentations will be made in the **Team** context.

NOTE: Your individual grade on the application and the integrated project will be based on the team score and peer evaluations. Therefore, contributions must be useful and timely. Individuals will engage in pro-social behaviors, and attendance at team meetings is strongly encouraged. See the attached student peer evaluation form. Students will not directly grade (or fail) one other. I expect the student to submit a peer evaluation for each application and the final project when due.

Exams (1 - 3):

The three exams are “knowledge-acquisition-application” oriented. That is they are designed to “quickly” test your knowledge of basic strategic-management concepts and theories, certain key concepts or analytical tools – in particular, those associated with the analysis model. The objective is to ensure that all students “are on board” and are “staying up-to-date” with the instructor and the rest of the class. I may use Blackboard® to deliver parts of the exams and report class progress.

SUNDOWN RULE:

You have one week (from the due date) to inquire about your grade on an exam, assignment, project, or presentation. The exception to this is the final exam where inquiries may extend into the new term. The purpose is to resolve any issue during the term and not wait until the last week of the term. Check your grades weekly.

BLACKBOARD LEARNING SYSTEM GRADES:

Grades posted in the Blackboard Learning System are unofficial. The instructional team will keep official grades (in spreadsheet form) in a secure location. This is to protect against hacking of the Blackboard Learning System and destruction of grade reports. Official grades and Blackboard Learning System grades should be equivalent (match). Please contact me to discuss discrepancies. Check your grades weekly.

EUID ACCESS AND PASSWORDS:

Enterprise User Identification numbers (EUID's) and passwords are required to access the course homepage. It is the student's responsibility to maintain a current EUID number and password. Keep in mind that the University will time out passwords every 120 days for security reasons. You may reset your password at <https://ams.unt.edu/index.php>.

USE OF PERSONAL COMPUTERS:

The student assumes ALL responsibility for the operating condition of personal computers and the functionality of individual Internet connections. The help desk is available to help solve personal computer issues and is located at <http://www.unt.edu/helpdesk/>. The help desk web page has contact and hours of operations information displayed. In addition, ISP issues will be dealt with on an individual basis and will require documentation. Please modify pop-up blocker software.

STUDENTS WITH DIFFERENT ABILITIES:

The College of Business Administration complies with the Americans with Disabilities Act in making reasonable accommodation for qualified students with disabilities. If you have (1) an established disability as defined in the Americans with Disabilities Act 1990 and amended, (2) have registered with the Office of Disability Accommodation, and (3) would like to request accommodation, *please contact the course professor as soon as possible*. Office hours, locations, phone numbers, etc., are presented herein. Note: University Policy requires that students notify their instructor(s) within the first week of class that an accommodation will be needed.

OFFICE OF DISABILITY ACCOMMODATION:

The course instructor works closely with and conforms to the strict guidelines of the UNT Office of Disability Accommodation. Printed exams will be administered by the ODA at a location

agreed upon by the client, the instructor, and ODA staff.

SCHOLASTIC DISHONESTY POLICY:

The UNT Code of Student Conduct and Discipline provides penalties for misconduct by students, including academic dishonesty. Academic dishonesty includes cheating and plagiarism:

The term **cheating** includes, but is not limited to, (1) use of any unauthorized assistance in taking quizzes, tests or examinations; (2) dependence upon the aid of sources beyond those authorized by the instructor in writing papers, preparing reports, solving problems, or carrying out other assignments; or (3) the acquisition, without permission, of tests or other academic material belonging to a faculty member or staff of the university.

The term **plagiarism** includes, but is not limited to, the use, by paragraph or direct quotation, of the published or unpublished work of another person without full and clear acknowledgment. It also includes the unacknowledged use of materials prepared by another person or agency engaged in the selling of term papers or other academic materials. (Source: Code of Conduct and Discipline at the University of North Texas.)

The incident will be reported to the UNT Office of the Provost and the investigation will follow the outlined "Academic Integrity Process" as referenced at <http://www.vpaa.unt.edu/academic-integrity.htm>. If you have engaged in academic dishonesty related to this class, you will receive a failing grade on the test or assignment, and a failing grade in the course. This policy is intended to protect the honest student from unfair competition with unscrupulous individuals who might attempt to gain an advantage through cheating.

NOTE: I will submit your work to an electronic plagiarism monitoring service such as www.Turnitin.com. Proper action will be taken if significant plagiarism is evident. A consent form will be provided.

UNT COLLEGE of BUSINESS STUDENT ETHICS STATEMENT:**

As a student of the UNT College of Business, I will abide by all applicable policies of the University of North Texas, including the Student Standards of Academic Integrity, the Code of Student Conduct and Discipline and the Computer Use Policy. I understand that I am responsible reviewing the policies as provided by link below before participating in this course. I understand that I may be sanctioned for violations of any of these policies in accordance with procedures as defined in each policy.

I will not engage in any acts of academic dishonesty as defined in the Student Standards of Academic Integrity, including but not limited to using another's thoughts or words without proper attribution (plagiarism) or using works in violation of copyright laws. I agree that all assignments I submit to the instructor and all tests I take shall be performed solely by me, except where my instructor requires participation in a group project in which case I will abide by the specific directives of the instructor regarding group participation.

While engaged in on-line coursework, I will respect the privacy of other students taking online courses and the integrity of the computer systems and other users' data. I will comply with the copyright protection of licensed computer software. I will not intentionally obstruct, disrupt, or interfere with the teaching and learning that occurs on the website dedicated to this course through computer "hacking" or in any other manner.

I will not use the university information technology system in any manner that violates the UNT nondiscrimination and anti-sexual harassment policies. Further, I will not use the university information technology system to engage in verbal abuse, make threats, intimidate, harass, coerce, stalk or in any other manner which threatens or endangers the

health, safety or welfare of any person. Speech protected by the First Amendment of the U.S. Constitution is not a violation of this provision, though fighting words and statements that reasonably threaten or endanger the health and safety of any person are not protected speech.

**** I did not write this policy which displays terrible use of passive voice, sentence structure issues and other crimes against good writing. All COB courses are required to display this policy.**

Student Standards of Academic Integrity

http://policy.unt.edu/sites/default/files/untpolicy/pdf/7-Student_Affairs-Academic_Integrity.pdf

Code of Student Conduct and Discipline

http://conduct.unt.edu/sites/default/files/pdf/code_of_student_conduct.pdf

Computer Use Policy

<http://policy.unt.edu/policy/3-10>

ACCEPTABLE 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 behavior will be directed to leave the classroom and the instructor may refer the student to the Center for Student Rights and Responsibilities 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 classrooms, labs, discussion groups, field trips, study abroad, etc. The Code of Student Conduct can be found at www.unt.edu/csrr.

INCOMPLETE GRADES:

Professors in the College of Business must seek authorization to grant incomplete grades. Requests must go through the Professor's department and be approved by both the Chair and the Dean. After approved by the Dean, an incomplete grade may be entered into the Registrar's grade repository. In addition, the terms and conditions under which an incomplete grade may be granted are extremely narrow. Please consult the student handbook for more information.

BE PROFESSIONAL:

Every semester a student will ask me for a deal that is not available to all students. It is unethical to ask me to give you points that have not been earned and speaks poorly of your integrity and mine if I were to grant your request. It always results in an embarrassing situation for the student where respect dissolves quickly. A common mistake is to ask to extend deadlines for assignments and/or exams, because you missed the deadline. Under no circumstances will I grant such a request for it is unfair to other students. Missed assignments are assigned a 0. And the most ridiculous and unethical mistake is to ask for a higher grade at the end of the course when you did not earn it. There are points available in the course. Take advantage of them, because at the end of the course is too late. In effect, act professional and you will be treated as one.

PANDEMIC OR DISASTER POLICY:

The word "Pandemic" refers to health related emergencies as declared by the proper authorities. The word "Disaster" refers to either natural and man-made activities, or states of emergency affecting the population, as declared by the proper authorities. This includes Zombie attacks. We will continue to operate through normal Internet connections (Blackboard). Course timing and due dates adjustments will be made as required. I will contact you via telephone, through Blackboard, and Eagle Connect email platforms. No Pigeons will be harmed during this process.

STUDENT PEERCEPTIONS OF TEACHING (SPOT):

The original SPOT committee was charged with providing to the Provost of the University of North Texas (UNT) a recommendation for an assessment tool to facilitate student evaluations of their instructors, allowing university-wide comparison in key areas. The SPOT's purpose is to provide a measure of teaching effectiveness as perceived by students. The SPOT scores for a particular instructor can be used for self evaluation and improvement and for measuring improvement over time. The scale scores can also be aggregated into group scores for use by administrators. In addition to providing needed information for UNT, the SPOT also satisfies the requirements of House Bill 2504 that calls for transparency in reporting and posting to the web.

Access: Students may access the SPOT at <https://my.unt.edu> and selecting the SPOT banner.

BUSI 4940 - Business Policy
Revised Course Outline
5W1 2017¹

Week	Date	Topics & Readings	Exams and Assignments
1	June 05	- Introduction and Overview - Research Methods - Pick Teams	Hand out case one Library Research
1	June 06	- More Overview - Job of the General Manager - Strategy and Supplement	Chapter 1 Chapter 2
1	June 07	- Strategy and Supplement - Diamond-E Framework	Chapter 2 Chapter 3 Supplement to Chapter 2
1	June 08 June 09	- External Environment - External Environment Research	Chapter 4
2	June 12	- Evaluating Financial Performance - Strategy Linkage	Supplement: Appendix A Bring a financial calculator Chapter 5 Assignment one due today
2	June 13	- Exam One (1-4, Appendix, & Supplements) - Resource Analysis	Chapter 6
2	June 14	- Management Preference Analysis - - - Organization Analysis - Understanding Alliances and Cooperative Strategies	Chapter 7 Chapter 8 Supplement to Chapter 8 Assignment two due today
2	June 15	- Understanding Alliances and Cooperative Strategies	Supplement to Chapter 8
3	June 19	- Exam Two (5-8, Supplements)	Assignment three due today
3	June 20	- Strategic Choice	Chapter 9 Supplements: Strategy Integration
3	June 21	- Strategy Integration: Implementing Change	Chapter 10 Supplements: Strategy Integration
3	June 22	Strategy Integration: Monitoring and Controlling Change	Chapter 11 Supplements: Strategy Integration
4	June 26	- Practice Case Presentations	Practice case turned in today
4	June 27	- Discuss Project II - Draw for time slots	Read and discuss project II
4	June 28	- Exam Three (9-11, supplements)	
4	June 29	Exam three return today	Q & A.
5	July 03	- Team research today	Update notes due today
5	July 04	- University Closed.	Take the day off.
5	July 05	- Project Presentations	Project turned in today
5	July 06	- Project Presentations	Project turned in today
10		I wish you peace and happiness!	March on....

I wish you success and peace!

¹This schedule is not absolute. While every effort will be made to follow the schedule as listed, changes may be made as needed. It is your responsibility to be aware of any announced changes.

Team #_

Name_

BUSI 4940 PARTICIPATION IN TEAM PROJECT

INSTRUCTIONS:

- * Grade the performance of each team member (**including you**) using the following criteria.
 1. Did the individual display initiative while working on project?
 2. Did the individual attend scheduled meetings?
 3. Did the individual adequately complete assigned work?
 4. Did the individual foster team spirit?
 5. Did the individual contribute to project completion?
- * You must distribute a total of $[N \times 100]$ points among your team members based on each member's overall contribution to the team project. N = the number of individuals on your team. For example, if there are 7 members (**including you**) on the team, then the total number of points that must be distributed among the members of your team is: $7 \times 100 = 700$.
- * For any team member whose points are significantly above or below the team average (i.e, greater than 110, or less than 85), please make specific comments indicating why the team member received that score.
- * Fold the evaluation sheet and return it to the instructor with the finished report.

PERFORMANCE EVALUATION MATRIX

NAME OF TEAM MEMBER		POINTS ALLOCATED [Ensure that this column total = $[N \times 100]$]
1.		
2.		
3.		
4.		
5.		
6.		
7.		
Total Points		

Comments on **Highest** and **Lowest** rated team members.
Please be as specific as possible to explain your rating

Member Name _

Member Name _

Member Name _

Member Name _

UNIVERSITY OF NORTH TEXAS
Authorization to Release Assignments to Plagiarism Detection Service

Written assignments in this course may be provided to Turnitin, an internet-based plagiarism detection service that is not affiliated with the University of North Texas. If you sign the form, your assignments may be submitted to the service with your name, student identification number, or a team identifying code**. If you do not sign the form, you must provide an identical copy of your assignment with personally identifiable information removed so that the material can be submitted to the service. This authorization is only to allow the instructor to more efficiently manage the course and will expire upon the issuance of a final grade. You are not required to sign this authorization and you will not be penalized if you do not sign the form.

Please print, sign and date the authorization form. Return the form to the instructor upon completion.

I, _____, hereby voluntarily
authorize

[Print Name of Student]

Professor Michael Sexton in Business Policy, **BUSI 4940**, to disclose assignments that may contain my name and/or student identification number to an internet-based plagiarism detection service**.

This authorization will remain in effect from the date it is signed until a grade is assigned in this course and does not apply to any other course in which I am enrolled at the University of North Texas.

Student Signature

Date

**Note: I will code your submission and remove the report cover if group member names are listed. This is done to protect those going on to graduate school from team members that have plagiarized (whether intentionally or unintentionally).

UNIVERSITY OF NORTH TEXAS
Authorization to Photograph and Use Likeness

I, _____, hereby voluntarily
authorize

[Print Name of Student]

Professor Michael Sexton or his designate, to take and distribute photographs of me for use in University of North Texas advertisements.

Student Signature

Date

Your final project will contain similar material. Please note that the order of coverage may be different between groups.

1. Cover (color)
2. Title (Fly) page
3. Letter of Transmittal (letterhead with one point of contact)
4. Executive summary
5. Table of Contents
6. Table of Figures
7. Introduction with SIC and NAICS codes
8. External Analysis
 - a. P.E.S.T.
 - b. Dominant economic features (size of market, etc.)
 - c. Industry trends
 - d. Porter's Five Forces
 - e. Driving Forces (3-4)
 - f. Key success factors (3-5)
 - g. Overall Industry attractiveness (both perspectives)
9. Internal Analysis
 - a. Company trends
 - b. Marketing Performance (BCG Matrix or similar and RMS)
 - c. Organizational Performance (quantitative and qualitative)
 - d. Compare to Industry Ratios and relevant sample of competitors
 - e. Altman's Z Score analysis or similar (Higgins, M&M)
 - f. Organizational health and overall organizational performance (matrix)
 - g. Current Strategy (four elements)
 - h. Strategic group map (color)
 - i. Current Strategy (four elements) vs. Environment vs. Capabilities
 - j. Recognized gaps
- 10. Challenges for the firm! (What does this firm need to improve on?)**
11. Proposal
 - a. The proposal
 - b. Costs (each element and total)
 - c. Benefits (each element and total)
 - d. NPV, IRR, Break-Even, or other measure of success
 - e. Status Quo Pro-forma Income Statement (3 years)
 - f. Pro-forma Income Statement (3 years)
 - g. Pro-forma Balance Sheet (3 years)
 - h. Organizational changes (color to mark changes)
 - i. Timeline for implementation (Gantt chart or similar)
12. Recommendations and conclusion
13. Closing remarks (ask for the business or job)
14. Works cited

UNIVERSITY OF NORTH TEXAS
Authorization to Release Assignments to Plagiarism Detection Service

Written assignments in this course may be provided to Turnitin, an internet-based plagiarism detection service that is not affiliated with the University of North Texas. If you sign the form, your assignments may be submitted to the service with your name, student identification number, or a team identifying code**. If you do not sign the form, you must provide an identical copy of your assignment with personally identifiable information removed so that the material can be submitted to the service. This authorization is only to allow the instructor to more efficiently manage the course and will expire upon the issuance of a final grade. You are not required to sign this authorization and you will not be penalized if you do not sign the form.

Please print, sign and date the authorization form. Return the form to the instructor upon completion.

I, _____, hereby voluntarily
authorize

[Print Name of Student]

Professor Michael Sexton in Business Policy, **BUSI 4940**, to disclose assignments that may contain my name and/or student identification number to an internet-based plagiarism detection service**.

This authorization will remain in effect from the date it is signed until a grade is assigned in this course and does not apply to any other course in which I am enrolled at the University of North Texas.

Student Signature

Date

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I, _____, hereby voluntarily
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[Print Name of Student]

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Date