

Syllabus – Spring 2016

Business Policy (Capstone Course)

BUSI 4940–010 (1431) (Hybrid Course)

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University of North Texas at Dallas
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Course, Classroom Locations, Meeting Times:

Business Policy (Capstone Course) – BUSI 4940, Section 010, Class #1431

- Hybrid course that meets every other week during the semester from 7 to 9:50 PM in Room DAL2-308 at the UNT Dallas Campus at 7300 University Hills Boulevard, Dallas TX 75241-4600.

Course Catalogue Description:

BUSI 4940, Business Policy (Capstone Course), 3 Hours.

Enterprise management integrating the functional areas of business administration into a realistic approach to business problems; applying principles to complex problems at the executive level.

Macro Course Goals:

The goals of this course is to prepare you (students, learners, and the professor) to:

- Think rigorously about business strategy and organization design in a complex organizational ecosystem
- Integrate the knowledge from all of your coursework from the academic disciplines you have studied at the university and the organizational experience you have had into a working intellectual framework (mental model) for navigating your future life in organizations
- Use critical thinking to apply theories, principles, and methods of strategy formulation and implementation and organization design to your own organizational work

Macro Learning Objectives and Desired Outcomes:

At the end of this course you (students, learners, and the professor) will be able to:

- Critically analyze, synthesize, and evaluate concepts about strategic management and organization design that you can apply to your organizational and personal lives
- Scan (gather data) and analyze, synthesize, and evaluate an organization's:
 - Ecosystem (external environment: both competitive and general)
 - Vision, mission, purpose, and governance architecture
 - Internal organizational arrangements and environment (culture)
 - Intangible assets
 - Sources of competitive advantage and places of competitive weakness

- Create a personal mental model for what it takes from a strategy formulation and strategy implementation perspective for an organization to succeed
- Use critical thinking skills in a team setting while serving as a high performing team member

Advice from the Professor:

- Please:
 - Use the spelling and grammar check feature on your word processing software.
 - Get a dictionary app on your smartphone. You need the app to acquire new words, be precise about their meaning, and use them well.
 - Use the Writing Center to improve your writing skills (See Above)
 - Keep your own copies of your assignments. If they get lost you will need backup copies.

Editorial from the Professor:

Thinking: This will be a very challenging course. It will require that you synthesize your own models for how organizations work using what you have learned from all of your coursework and all of your organizational experience. You will need to use sound critical thinking skills to separate the wheat from the chaff. Those critical thinking skills include analysis, synthesis, evaluation, and application – the top ones on Bloom’s Taxonomy.

Teams: You will also be working in teams. This will test your ability to be a team member, team leader, and influencer of your teammates. It will test your tolerance for people with different personalities, work habits, and learning styles. It will test your commitment to contribute to your team’s success. You will collectively have to govern your teams. That is not easy to do. Everyone will need to grab an oar and paddle to get to your destination. Tighten Your Skates! Tighten your spurs! Welcome to the Rodeo!

Required Textbooks:

- Dess, Gregory, Alan Eisner, and Gerry McNamara, Strategic Management Text and Cases, 8th Edition, McGraw-Hill, 2015. (ISBN 10: 1259278212; ISBN 13: 9781259278211).
 - You will be required to read every word of the Dess, Eisner, & McNamara book
- Chade-Meng Tan, Search Inside Yourself: The Unexpected Path to Achieving Success, Happiness (and World Peace), HarperOne, New York, 2012. [ISBN-13: 978-0-06-211692-5; ISBN-13-int’l: 978-0-06-220456-1]
 - You will be required to read every word of the Chade-Meng Tan book

Professor, Office Hours, Communication:

Peter Jay Sorenson CMC®, Adjunct Professor

- Cell, Voice Mail, & Text: 817-313-1248
- Email: Peter.Sorenson@UNT.edu
- Business Website: <http://strategicorganizationdesign.com>

Office Hours:

- UNTatDallas Campus, DAL2-305, 6 to 7 PM on Tuesdays
- UNTatDallas Downtown Campus, Room 307, 6 to 7 PM on Wednesdays
- Virtual Office Hours by appointment

Communication Protocols:

- I will communicate with you via the MyUNT website to your UNT email and the Blackboard Learn website via the Course Messages feature:
 - Check Announcements and Messages on Blackboard frequently!
 - Check your UNT email frequently!
- I check my email, voice mail, texts, and Blackboard Learn Course Messages frequently
- I will be using the class UNT eCampus Blackboard Learn website as a repository for learning resource material for the class.
- You will turn in assignments in one of three ways:
 - Through the UNT eCampus Blackboard Learn Course Messages feature
 - In person when we have Face-2-Face class
 - Through Dena Hale at the School of Business Office at DAL2-300F (She will put them in my mailbox which I check every Tuesday, and sometimes more often.)

UNT Dallas Library:

[972-780-3625] <http://www.untDallas.edu/library>

The members of the library staff (Brenda Robertson, Head Librarian) are exceptionally knowledgeable and helpful people. And the online library resources are top notch (<http://iii.library.unt.edu/search/y>). Building these people and resources into your learning plan will profoundly enrich your academic experience and set you up for a sound plan for life long learning.

UNT Dallas Writing Center:

The UNT Dallas Writing Center offers free, one-on-one or group tutoring services to all registered undergraduate and graduate students. Our goal is to help students write a good paper, and most importantly, become better writers. We work with students on any type of written or oral project and can help students at any stage of the writing process (from brainstorming and outlining to citing and looking over a final draft).

The Writing Center is located on the **3rd floor of DAL 1** (big glass structure in front of the stairs). During the fall and spring semesters, we are available for appointments Monday through Thursday from 9:00 AM until 7:00 PM, Friday from 3:00 PM until 7:00 PM, and Saturday from 10:00 AM to 3:00 PM. To make an appointment, browse the Writing Center's online resources, or see a list of our student FAQ's, please visit www.untDallas.edu/wc. If students cannot come in for a face-to-face appointment, students can take advantage of our free online tutoring service through

SMARTHINKING. To submit drafts and get more information about this service, visit www.untDallas.edu/smart.

To make the best use of your time, please bring as much information as possible with you to your appointment (assignment, grading rubric, previous graded papers from the class, etc.). The Writing Center will not proofread papers or talk with you about grades, but we will help you become better writers over time.

Class and University Policies and Procedures

University Vision:

“The vision of the University of North Texas at Dallas is to become a highly valued university serving Dallas, surrounding communities, and the State of Texas, recognized for its distinctive interdisciplinary approaches to education, for innovative research, and for its commitment to the well-being and full development of all students.”

(<http://dallascatalog.unt.edu/content.php?catoid=3&navoid=50>)

University Mission:

“The mission of the University of North Texas at Dallas is to enhance access to high quality education and to prepare students to become exemplary citizens who can assume leadership positions in a global environment. Our mission is accomplished through an interdisciplinary approach to teaching and learning, the pursuit of innovative research and technologies, and a commitment to improve the quality of life through civic engagement. Our teaching, research, and civic engagement will be conducted in an environment guided by respect for and understanding of diverse viewpoints and the core values of virtue, civility, reasoning, and accountability.”

(<http://dallascatalog.unt.edu/content.php?catoid=3&navoid=50>)

University Values:

“We'll work with you as you refine your critical thinking skills and character in classes that offer more than written assignments and tests – but instead offer exercises in civic engagement that promote the values of virtue, civility, reasoning and accountability.”

(<http://www.untDallas.edu/why>)

Academic Integrity:

Academic integrity and the pursuit of knowledge are hallmarks of higher education. You are expected to abide by the University's Code of Academic Integrity. The values of the Code are virtue, civility, reasoning and accountability. Any situation in which a person is suspected of academic dishonesty (i.e., cheating or plagiarism) will be handled in accordance with the University's policies and procedures. You can find a PDF file of the Code on the UNT Dallas website. Search for “7.002 Code of Academic Integrity.”

In addition, all academic work submitted for this class, including exams, papers, and written assignments should include the following statement:

“On my honor, I have not given, nor received, nor witnessed any unauthorized assistance that violates the UNTD Academic Integrity Policy.”

And remember, **this is an ethics class as well as a business policy capstone class!**

Use of WebCT/Blackboard Learn:

It is populated and we will use it. Our course website will either have the documents and articles that you will need to access or have pointers to the web location of these items.

UNT E-mail Accounts for Communication:

We will use our UNT e-mail addresses for communicating. You can have your UNT e-mail

forwarded to another e-mail if you would like. If you use any of my other business or personal accounts expect to get caught in a spam filter.

Texting:

I do receive texts on my cell phone, so if you need to communicate with me via that groundswell feel free to do that. Please identify yourself as a UNT-D Business Policy student in the text. It will take a while for me to get all your names straight.

Assignment Policy – Timeliness & Quality:

Turn work in on time (there will be open and close dates for assignments) and use good spelling, grammar, and punctuation. Iph yur riting iz pour git hulp from the Writing Lab at Academic Support, 3rd Floor, Founders Building, 972-338-1646.

You can find them on the web at: <http://www.unt.edu/unt-dallas/uc/learningcenter/>

Exam Policy:

Exams should be taken as scheduled. No makeup examinations will be allowed except for documented emergencies (See Student Handbook).

Attendance and Participation Policy (This will be different since this is an Internet based course. You will be evaluated on participation however, so do not ignore it):

The University attendance policy is in effect for this course. Class attendance and participation is expected because the class is designed as a shared learning experience and because essential information not in the textbook will be discussed in class. The dynamic and intensive nature of this course makes it impossible for students to make-up or to receive credit for missed classes. Attendance and participation in all class meetings is essential to the integration of course material and your ability to demonstrate proficiency. You (students) are responsible to notify me (instructor) if you are missing class and for what reason. You are also responsible to make up any work covered in class. It is recommended that you coordinate with a student colleague to obtain a copy of the class notes, if you are absent.

Diversity/Tolerance Policy:

I encouraged you to contribute your perspectives and insights to class discussions. However, offensive & inappropriate language (swearing) and remarks offensive to others of particular nationalities, ethnic groups, sexual preferences, religious groups, genders, or other ascribed statuses will not be tolerated. Disruptions, which violate the Code of Student Conduct, will be referred to the Office of Student Life as I, the instructor, deem appropriate.

Student Evaluation of Teaching Effectiveness Policy (the name of this will change soon):

The Student Evaluation of Teaching Effectiveness (SETE) is a requirement for all organized classes at UNT. This short survey will be made available to you at the end of the semester, providing you a chance to comment on how this class is taught. I am very interested in the feedback I get from you, as I work to continually improve my teaching. I consider the SETE to be an important part of your participation in this class.

Use of Cell Phones & other Electronic Gadgets in the Classroom (This statement does not apply since this is an Internet based course):

Please put your devices on vibrate (not stun) and do not disrupt the class deliberations.

Food & Drink in the Classroom (This statement does not apply since this is an Internet based course):

If you make a mess clean it up! Don't be rude! Use good manners!

Use of Laptops, iPads, Smart Phones, Satellite Downlinks, Remote Sensing Devices, and Electronic Countermeasures (This statement does not apply since this is an Internet based course):

For crying out loud! Be responsible! If you want to succeed in a tough academic or work environment you will need to be a master of your laptop and software. So if you are using the digital device use it to support your learning and to contribute to the class deliberation. Also,

please be considerate of your classmates and do not be a distraction.

Grade of Incomplete, “I”:

We will follow the universities policies and procedures.

Bad Weather Policy (This statement does not apply since this is an Internet based course):

On those days that present severe weather and driving conditions, a decision may be made to close the campus. In case of inclement weather, call UNT Dallas main voicemail number (972) 780-3600 or search the campus website www.unt.edu/dallas. Please update your Eagle Alert contact information, so you will receive this information automatically. (And remember, we lost a week of classes in February 2011 due to snow and ice storms. This is important!)

Students with Disabilities (ADA Compliance)(Revised April 13, 2015):

The University of North Texas Dallas faculty is committed to complying with the Americans with Disabilities Act (ADA). Students with documented disabilities are responsible for informing faculty of their needs for reasonable accommodations and providing written authorized documentation. Grades assigned before an accommodation is provided will not be changed as accommodations are not retroactive. For more information, you may visit **Section 504 Coordinator, Cynthia Suarez, at 972-338-1777 or email cynthia.suarez@untDallas.edu. (Meets QM Standard 7.2)**

“Netiquette and Effective Electronic Communication” from UNT Dallas Distant Learning & Instructional Technologies:

Please follow the guidelines in the DLIT brochure at:

http://www.untDallas.edu/sites/default/files/page_level2/ajc0262/pdf/brochure_netiquette.pdf

Class Topic Schedule

MGMT 4940-001 (1431) Tuesdays, 7-9:50 PM (Hybrid)

See Blackboard for the Materials for Each Weeks Work

Week 1 (19 January – Face 2 Face):

- Starting Up & Getting the Lay of the Land (Get started on this work early and do not fall behind.)
- Course introduction
- Project group formation
- Books:
 - Dess, Eisner, & McNamara: Prefaces, Table of Contents, Index, Chapter 1: “Strategic Management: Creating Competitive Advantages”
 - Dess, Eisner, & McNamara: Chapter 13: “Analyzing Strategic Management Cases”
 - Meng: Forewords, Introductions, Table of Contents, Index, Chapter 1: “Even an Engineer Can Thrive on Emotional Intelligence,” Look at the Search Inside Yourself Website (<https://siyli.org/>)
 - **Begin Reading** the Chade-Meng Tan book and the Dess, Eisner, & McNamara book. These two books form a core for the course. **Your Responsibility** is to read every word of these books and do the exercises and assignments that Dess, Eisner, & McNamara and Jolly Good Fellow Meng suggest you do.
 - The Dess, Eisner, & McNamara book will introduce you to concepts of strategic management and organization design that will be fodder for your personal model building.
 - Meng's Book, Search Inside Yourself, can lead you to developing emotional intelligence which is a critical element of living productively in organizations and growing into the role of a leader.
 - Start by viewing the online videos listed in this section. Take notes and ponder what you are being told in the videos. There are some of my notes in this folder that may be helpful to you also.

Week 2 (26 January - Virtual):

- Dess, Eisner, & McNamara: Chapter 2: “Analyzing the External Environment of the Firm: Creating Competitive Advantages”
- Meng, Chapter 2: “Breathing As If Your Life Depends Upon It”
- Assignments #1, #2, & #3 are due

Week 3 (02 February – Face 2 Face):

- Test #1
- Assignment #4 is due

Week 4 (09 February - Virtual):

- Dess, Eisner, & McNamara: Chapter 3: “Assessing the Internal Environment of the Firm”
- Meng, Chapter 3: “Mindfulness Without Butt on Cushion”

- Assignment #5 is due

Week 5 (16 February – Face 2 Face):

- Dess, Eisner, & McNamara: Chapter 4: “Recognizing a Firm’s Intellectual Assets: Moving Beyond a Firm’s Tangible Resources”
- Meng, Chapter 4: “All-Natural, Organic Self-Confidence”
- Assignment #6 is due

Week 6 (23 February - Virtual):

- Dess, Eisner, & McNamara: Chapter 5: “Business-Level Strategy: Creating and Sustaining Competitive Advantage”
- Test #2

Week 7 (01 March – Face 2 Face):

- Dess, Eisner, & McNamara: Chapter 6: “Corporate-Level Strategy: Creating Value Through Diversification”
- Meng, Chapter 5: “Riding Your Emotions Like a Horse”
- Assignment #7 is due

Week 8 (08 March - Virtual):

- Dess, Eisner, & McNamara: Chapter 7: “International Strategy: Creating Value in Global Markets”
- Meng, Chapter 6: “Making Profits, Rowing Across Oceans, and Changing the World”

Spring Break (13 -19 March)

- Dess, Eisner, & McNamara: Chapter 8: “Entrepreneurial Strategy and Competitive Dynamics”

Week 9 (22 March – Face 2 Face):

- Dess, Eisner, & McNamara: Chapter 9: “Strategic Control and Corporate Governance”
- Test #3

Week 10 (29 March – Virtual):

- Dess, Eisner, & McNamara: Chapter 10: “Creating Effective Organization Designs”
- Meng, Chapter 7: “Empathy and the Monkey Business of Brain Tangos”
- Assignment #8 is due

Week 11 (05 April – Face 2 Face):

- Dess, Eisner, & McNamara: Chapter 11: “Strategic Leadership: Creating a Learning Organization and an Ethical Organization”
- Meng, Chapter 8: “Being Effective and Loved at the Same Time”
- Assignment #9 is due

Week 12 (12 April – Virtual):

- Test #4
- Dess, Eisner, & McNamara: Chapter 9: “Managing Innovation and Fostering Corporate Entrepreneurship”
- Meng, Chapter 9: “Three Easy Steps to World Peace”

Week 13 (19 April – Face 2 Face):

- Assignment #10 is due
- Meng, Epilogue: “Save the World in Your Free Time”

Week 14 (26 April – Virtual):

- Catch Up!

Week 15 (03 May – Face 2 Face):

- Test #5
- Final presentations

Week 16 (Finals Week is 08 through 14 May)

Assignments, Work Products, Deliverables + Examinations

Course Evaluation Methods

This course will utilize the following methods to determine student grades and proficiency of the learning outcomes for the course:

Tests – online tests designed to measure knowledge of presented course material. Each test will cover two chapters of material that has been covered in previous course modules. Test dates appear in the course outline and in the appropriate week in Blackboard.

Assignments – written assignments designed to supplement and reinforce course material. Assignments are completed in project groups established in the first week of the class. Assignment due dates appear in the course outline and in the appropriate week in Blackboard. Assignments will be free of grammatical, spelling, typographical, and other errors. It is expected that students will conduct extensive outside research to complete these assignments and will document all sources of information in the APA style. You will be evaluated by your fellow team members on your contribution to the team’s final product at appropriate intervals designated by the professor.

Final presentations – oral presentations of relevant material researched in the assignments. The presentation should be in a corporate style and supplemented with Powerpoint or Prezi. Detailed instructions are provided on Blackboard. The presentation should last at least 17 and no longer than 20 minutes.

Class Participation/Teamwork – participation in preparing the assignments with your team.

Label Your Assignments With Personal Information:

Place in a Header On Each Page:

- Full Name
- Class (Business Policy – BUSI 4940–010 – 1513)
- Date
- Assignment Title

- Page Number

Honor Code Statement:

In addition, all academic work submitted for this class, including exams, papers, and written assignments should include the following statement:

Place in a Footer on Each Page

“On my honor, I have not given, nor received, nor witnessed any unauthorized assistance that violates the UNTD Academic Integrity Policy.”

With your signature following this statement

Assignment Detail Handouts:

- A short instructional handout under the title “Assignment Detail” with the information necessary for completing the assignment will be posted on Blackboard for each of the assignments listed below.

Assignments & Tests by Week:

Week 2 (26 January):

- Assignment #1: (Individual) Personal Biographical Video
- Assignment #2: (Individual) Me and My Organizations
- Assignment #3: (Team) Segment of the Economy and Industry Segment

Week #3 (02 February):

- Test #1:
- Assignment #4: (Team) Industry: Political, Economic, Social, & Technology Perspectives

Week #4 (09 February):

- Assignment #5: (Team) Company: Tangible and Intangible Resources, Human Resources, Capabilities, Competitive Advantage

Week #5 (16 February):

- Assignment #6: (Team) Industry Life-Cycle, Key Stakeholders and Their Interests, 5 to 10 Year Scenarios, Strategy, Competitive Advantage

Week #6 (23 February):

- Test #2:

Week #7 (01 March):

- Assignment #7: (Team) Company Strategy & Competitive Advantage

Week #9 (22 March):

- Test #3

Week #10 (29 March):

- Assignment #8: (Team) TBA

Week #11 (05 April):

- Assignment #9: (Team) TBA

Week #12 (12 April):

- Test #4

Week #13 (19 April):

- Assignment #10: (Team) TBA

Week #15 (03 May):

- Test #5
- Final Presentation

Grading Matrix**BUSI 4940-010 (1513) – Business Policy (Capstone) – Spring 2016**

Instrument	Value (points or percentages)	Total
Tests	5 tests @ 4% each	20%
Assignments	10 assignments @ 3.5% each	40%
Final Presentation	1 @ 20%	20%
Participation/Teamwork	1 @ 20%	20%
Total:		100%

Grade Determination:

A = 90% or better

B = 80 – 89.9 %

C = 70 – 79.9 %

D = 60 – 69.9 %

F = Below 60%