

**Syllabus – Fall 2015**  
**Business Policy (Capstone Course)**  
**BUSI 4940–010 (1513) (Internet Course)**

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University of North Texas at Dallas  
Version 5, 26 August 2015

**Course, Classroom Locations, Meeting Times:**

Business Policy (Capstone Course) – BUSI 4940, Section 010, Class #1513

- Internet-based course with no physical classroom and no set times

**Course Goals or Overview:**

The goal 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

**Learning Objective/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

**Required Textbooks:**

- Grant, Robert M. & Jordan, Judith (2015), Foundations of Strategy, 2<sup>nd</sup> edition. John Wiley & Sons Ltd. You may use either the e-book or the paper book.
  - You will be required to read every word of the Grant & Jordan 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](mailto:Peter.Sorenson@UNT.edu)
- Business Website: <http://strategicorganizationdesign.com>

**Office Hours:**

- UNTatDallas Campus, DAL2-305, 3 to 4 PM on Mondays and Wednesdays
- Virtual Office Hours by appointment

**Communication Protocols:**

- I will communicate with you via the MyUNT website and the Blackboard Learn website to your UNT email.
  - Check Announcements and Messages on Blackboard
- I check my email, voice mail, and texts 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 through the UNT eCampus Blackboard Learn website

**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.

**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:**

Writing well is a critical tool in helping us to think well. It is a critical part of this class. The Writing Center is here to help us improve both our thinking and writing. Please use their services! On the UNT Dallas Campus at Building 1, Room 301N - 972-338-1653 or <http://www.untDallas.edu/wc>

**Advice from the Professor:**

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

**Editorial from the Professor:**

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.

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!

**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, 3<sup>rd</sup> 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](http://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](mailto: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](http://www.untdallas.edu/sites/default/files/page_level2/ajc0262/pdf/brochure_netiquette.pdf)

## **Class Topic Schedule**

### **See Blackboard for the Materials for Each Weeks Work**

**Week 1 (24 August 2015):**

- 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:
  - Grant & Jordan: Prefaces, Table of Contents, Index, Chapter 1: “The Concept of Strategy”
  - 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 Grant & Jordan 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 Grant and Jordan and Jolly Good Fellow Meng suggest you do.
    - The Grant and Jordan 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 (31 August 2015):**

- Grant and Jordan, Chapter 2: “Industry Analysis”
- Meng, Chapter 2: “Breathing As If Your Life Depends Upon It”
- Assignments #1, #2, & #3 are due

### **Week 3 (07 September 2015):**

- Test #1
- Assignment #4 is due

### **Week 4 (14 September 2015):**

- Grant and Jordan, Chapter 3: “Resources and Capabilities”
- Meng, Chapter 3: “Mindfulness Without Butt on Cushion”
- Assignment #5 is due

### **Week 5 (21 September 2015):**

- Grant and Jordan, Chapter 4: “The Nature and Sources of Competitive Advantage”
- Meng, Chapter 4: “All-Natural, Organic Self-Confidence”
- Assignment #6 is due

### **Week 6 (28 September 2015):**

- Test #2

### **Week 7 (05 October 2015):**

- Grant and Jordan, Chapter 5: “Industry Evolution and Strategic Change”
- Meng, Chapter 5: “Riding Your Emotions Like a Horse”
- Assignment #7 is due

**Week 8 (12 October 2015):**

- Grant and Jordan, Chapter 6: “Technology-based Industries and the Management of Innovation”
- Meng, Chapter 6: “Making Profits, Rowing Across Oceans, and Changing the World”

**Week 9 (19 October 2015):**

- Test #3

**Week 10 (26 October 2015):**

- Grant and Jordan, Chapter 7: “Corporate Strategy”
- Meng, Chapter 7: “Empathy and the Monkey Business of Brain Tangos”
- Assignment #8 is due

**Week 11 (02 November 2015):**

- Grant and Jordan, Chapter 8: “Global Strategies and the Multinational Corporation”
- Meng, Chapter 8: “Being Effective and Loved at the Same Time”
- Assignment #9 is due

**Week 12 (09 November 2015):**

- Test #4
- Grant and Jordan, Chapter 9: “Realizing Strategy”
- Meng, Chapter 9: “Three Easy Steps to World Peace”

**Week 13 (16 November 2015):**

- Assignment #10 is due
- Grant and Jordan, Chapter 10: “Current Trends in Strategic Management”
- Meng, Epilogue: “Save the World in Your Free Time”

**Week 14 (23 November 2015):**

- Thanksgiving week

**Week 15 (30 November 2015):**

- Test #5
- Final presentations

**Week 16 (Finals Week)(07 December 2015)**

**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 (31 August 2015):

- 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 (07 September 2015):

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

#### Week #4 (14 September 2015):

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

#### Week #5 (21 September 2015):

- Assignment #6: (Team) Industry Life-Cycle, Key Stakeholders and Their



Interests, 5 to 10 Year Scenarios, Strategy, Competitive Advantage

**Week #6 (28 September 2015):**

- Test #2:

**Week #7 (05 October 2015):**

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

**Week #9 (19 October 2015):**

- Test #3

**Week #10 (26 October 2015):**

- Assignment #8: (Team) TBA

**Week #11 (02 November 2015):**

- Assignment #9: (Team) TBA

**Week #12 (09 November 2015):**

- Test #4

**Week #13 (16 November 2015):**

- Assignment #10: (Team) TBA

**Week #15 (30 November 2015):**

- Test #5
- Final Presentation

## **Grading Matrix**

### **BUSI 4940-010 (1513) – Business Policy (Capstone) – Fall 2015**

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%
<b>Total:</b>		<b>100%</b>

**Grade Determination:**

- A = 90% or better
- B = 80 – 89.9 %
- C = 70 – 79.9 %
- D = 60 – 69.9 %
- F = Below 60%