University of North Texas at Dallas
Fall 2016
SYLLABUS for Distance Learning

	Department of	Management	Division of	School of Business

Instructor Name:	Dr Isaura Flores
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Office Hours:	Wednesday 2:00 – 6:00 Thursday 2:00 – 4:00 Other By appointment

Classroom Location:	*TBD*
Class Meeting Days & Times:	Hybrid W 7:00 -9:50

Course Catalog Description:	**Business Policy (BUSI 4940)**: This is a capstone course, focused 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 strategic components of the firm and integrate functional areas in order to optimize performance. Students are challenged to carry forward frameworks, theories, and skills they have learned in their entire business undergraduate program, sharing their disciplinary expertise with others on their team as a content expert in their major. Integration of each student's functional perspective with the general manager/strategic perspective is an overarching goal of this capstone course
Prerequisites:	Students should have completed all business foundation courses and have senior standing. This course is to be taken in the last semester of course work. If you are NOT graduating in Fall 2016, you should not be in this class -- PLEASE see Dr. Flores after class 1.
Required Text:	Required text : Dess Lumpkin Eisner Mc Namara, ***Strategic Management text & cases, 6th edition***. Mc Graw Hill . ISBN: 978-0-07-802931-8 *NOTE: The text must be purchased 1st week of class, and must be brought to class each week. Additional readings, cases, and exercises will be posted on the course web site.*

Access to Learning Resources:	UNT Dallas Library:
	     phone: (972) 780-3625;
	     web: http://www.unt.edu/unt-dallas/library.htm
	 UNT Dallas Bookstore:
	     phone: (972) 780-3652;
	     e-mail: 1012mgr@fheg.follett.com

Course Goals or Overview: The goals of this course are as follows -

	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. Be able to organize your 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. Be able to understand how functional areas interact to influence firm performance 4. Be able to make decisions that create better integration between functional areas so as to improve firm performance	

Learning Objectives/Outcomes: At the end of this course, students will be able to:

1	Understand the basic theory and principles of strategic analysis
2	Demonstrate the ability to be able to conduct internal and external environment analysis for the firm
3	Be able to recognize a firm's intellectual assets

4	Be able to define and formulate:
	   - Business-level strategies
	   - Corporate-level strategies
	   - International strategies and
	Entrepreneurial strategies

5	Understand concepts related to strategic control and corporate governance
6	Be able to create effective organizational designs
7	Demonstrate strategic leadership by creating a learning and ethical organization
8	Managing Innovation and fostering corporate entrepreneurship
9	Be able to analyze strategic management cases

Online/Hybrid Course Outline

This schedule is subject to change by the instructor. Any changes to this schedule will be communicated in class or via class email or Blackboard announcement. Additional readings and activities may be added, these will be noted in the Readings and Activities/Assignments sections.

Aug 22-26 (Classroom)	*Introduction to course and requirements* *Teams* *All class lectures are recorded and can be reviewed at:* *http://drisauraflores-busi-4940-businesspolicy.com/*	Introduction to class
Aug 29 - Sep 2 (Online)	***Chapter 1:*** *Strategic Management: Creating competitive Advantages* **Assignments:** *1. Chapter review paper (Chapter 1)*	Chapter 1
Sep 5 – 9 (Online)	***Chapter 2:*** *Assessing the external environment of the firm* **Assignments:** *1. Chapter review paper (Chapter 2)*	Chapter 2

Sep 12 – 16 (Online)	***Chapter 3:*** *Assessing the internal environment of the firm* ***Chapter 4:*** *Recognizing a firms intellectual assets: Moving beyond a firm's tangible resources.* **Assignments:** 1. *Chapter review paper (Chapters 3 & 4)*	Chapters 12 & 16
Sep 19 – 23 (Online)	***Chapter 5:*** *Business – Level strategy: Creating and sustaining competitive advantages* ***Chapter 6:*** *Corporate – Level strategy: Creating value through diversification* **Assignments:** 1. *Chapter review paper (Chapters 5 & 6)*	Chapters 5 & 6
Sep 26 – 30 (Online)	***Chapter 7:*** *International Strategy: Creating value in global markets* **Assignments:** 2. *Chapter review paper (Chapter 7)*	Chapter 7
Oct 3 – 7 (Online)	***Chapter 8:*** *Entrepreneurial Strategy & Competitive Dynamics* **Assignments:** 3. *Chapter review paper (Chapter 8)*	Chapter 8
Oct 10 – 14 (Online)	*Individual paper due* **Assignments:** 1. *Individual paper (please review guide)*	Individual Paper
Oct 17 – 21 (Online)	*Individual paper due* **Assignments:** 2. *Individual paper (please review guide)*	Individual Paper

Oct 24 – 28 (Online)	***Chapter 9:*** *Strategic control and corporate governance* ***Chapter 10:*** *Creating effective organizational designs* **Assignments:** 4. *Chapter review paper (Chapters 9 & 10)*	Chapters 9 & 10
Oct 31 – Nov 4 (Online)	***Chapter 11:*** *Strategic Leadership: Creating a learning organization and ethical organization* ***Chapter 12:*** *Managing Innovation and fostering corporate entrepreneurship* **Assignments:** 1. *Chapter review paper (Chapters 11 & 12)*	Chapters 11 & 12
Nov 7 – 11	**Team work day**	
Nov 14 – 18 (Classroom)	School of Business Assessment Day Mandatory Attendance	Assessment day
Nov 21 – 25	**Thanksgiving Holiday**	Holiday
Nov 28 – Dec 2 (Classroom)	**Final Paper review** Q/A session	Final Paper Review
Dec 5 – 9 (Online)	***Final paper due*** **Assignments:** 1. *Final paper (Case analysis)*	Final Paper Due

Course Evaluation Methods

Grading Matrix:

Instrument	Value (points or percentages)	Total
Chapter reviews *(2.5 pts each chapter)*	30 points	30
Individual Paper – Favorite company analysis	30	30
Final Case analysis paper	40	40
Total:		**100**

Grade Determination:
A = 90 – 100 pts;
B = 80 – 89
C = 70 – 79
D = 60 – 69
F = less than 60

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

Individual assignment

Please prepare a paper describing the strategy used by your favorite company. Please review guidelines posted on blackboard.

Final Case analysis assignment

Please review case samples posted on blackboard. Review the case analysis guideline (video available on website) and prepare a paper following the samples provided. Please see document posted on blackboard.

All assignments:

Papers should be double-spaced and typed with 1" margins (top, bottom, right, and left). Type size should not be larger than 12 pt. Papers will be submitted by the due date. Be sure to proofread your paper carefully. Grammar, punctuation and spelling errors will adversely affect your grade, please request help at writing center if needed.
IMPORTANT:
    No late papers, no exceptions unless prearranged with the professor.

University Policies and Procedures

Students with Disabilities (ADA Compliance):

Chapter 7(7.004) Disability Accommodations for Students

The University of North Texas at Dallas makes reasonable academic accommodation for students with disabilities. Students seeking accommodations must first register with the Disability Services Office (DSO) to verify their eligibility. If a disability is verified, the DSO will provide you with an accommodation letter to be delivered to faculty to begin a private discussion regarding your specific needs in a course. You may request accommodations at any time, however, DSO notices of 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 accommodation for every semester and

must meet/communicate with each faculty member prior to implementation in each class. Students are strongly encouraged to deliver letters of accommodation 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 see the Disability Services Office website at http://www.untdallas.edu/disability. You may also contact them by phone at 972-338-1777; by email at UNTDdisability@untdallas.edu or at Building 2, room 204.

Blackboard Learn Accessibility Statement:
University of North Texas at Dallas is committed to ensuring its online and hybrid courses are usable by all students and faculty including those with disabilities. If you encounter any difficulties with technologies, please contact our ITSS Department. To better assist them, you would want to have the operating system, web browser and information on any assistive technology being used. Blackboard Learn course management system's accessibility statement is also provided: http://www.blackboard.com/Platforms/Learn/Resources/Accessibility.aspx

NOTE: Additional instructional technology tools, such as Turnitin, Respondus, Panopto, and publisher cartridge content (i.e. MyLab, Pearson, etc.) may NOT be fully ADA compliant. Please contact our Disability Office should you require additional assistance utilizing any of these tools.

Student Evaluation of Teaching Effectiveness Policy:
Student's evaluations of teaching effectiveness is a requirement for all organized classes at UNT Dallas. 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 students, as I work to continually improve my teaching. I consider students' evaluations to be an important part of your participation in this class.

Assignment Policy: (According to the instructor's discretion while working in concert with the division/program's guidelines).

Exam Policy: (Online exams and the ability to retake is solely at the instructor's discretion). NOTE: Online exams may be proctored on campus per instructor's discretion.

Academic Integrity:
Academic integrity is a hallmark of higher education. You are expected to abide by the University's code of Academic Integrity policy. Any person suspected of academic dishonesty (i.e., cheating or plagiarism) will be handled in accordance with the University's policies and procedures. Refer to the Student Code of Academic Integrity at http://www.untdallas.edu/sites/default/files/page_level2/pdf/policy/7.002%20Code%20of%20Academic_Integrity.pdf for complete provisions of this code.

Academic dishonesty includes, but is not limited to, cheating, plagiarizing, fabrication of information or citations, facilitating acts of dishonesty by others, having unauthorized possession of examinations, submitting work of another person or work previously used without informing the instructor, or tampering with the academic work of other students.

Web-based Plagiarism Detection: Please be aware in some online or hybrid courses, students may be required to submit written assignments to Turnitin, a web-based plagiarism detection service, or another method. If submitting to Turnitin, please remove your title page and other personal information.

Classroom Policies

Online Attendance and Participation:

The University attendance policy is in effect for this course. Class attendance in the Blackboard classroom 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 the discussion board. Online presence and participation in all class discussions is essential to the integration of course material and your ability to demonstrate proficiency. .

Attendance for this online or hybrid course is considered when you are logged in and active in Blackboard, i.e., posting assignments, taking quizzes, or completing Discussion Boards. To maintain financial aid award eligibility, activity must occur before the census date of the session or term of the course. Refer to http://www.untdallas.edu/registrar for specific dates. If you are absent/not active in the course shell, it is YOUR responsibility to let the instructor know immediately, upon your return, the reason for your absence if it is to be excused. All instructors must follow university policy 7.005 covering excused absences; however, it is the instructor's discretion, as outlined in the course syllabus, of how unexcused absences may or may not count against successful completion of the course

Inclement Weather and Online Classes: Online classes may or may not be effected by campus closures due to inclement weather. Unless otherwise notified by your instructor via e-mail, online messaging, or online announcement, students should assume that assignments are due as scheduled.

Online "Netiquette:
In any social interaction, certain rules of etiquette are expected and contribute to more enjoyable and productive communication. Emails, Discussion Board messages and/or any other forms of written communication in the online environment should use proper "netiquette" (i.e., no writing in all caps (usually denotes yelling), no curse words, and no "flaming" messages (angry, personal attacks).

Racial, ethnic, or gender slurs will not be tolerated, nor will pornography of any kind.

Any violation of online netiquette may result in a loss of points or removal from the course and referral to the Dean of Students, including warnings and other sanctions in accordance with the University's policies and procedures. Refer to the Student Code of Student Rights Responsibilities and Conduct at http://www.untdallas.edu/osa/policies. Respect is a given principle in all online communication. Therefore, please be sure to proofread all of your written communication prior to submission.

Diversity/Tolerance Policy:
Students are encouraged to contribute their perspectives and insights to class discussions in the online environment. 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 Dean of Students as the instructor deems appropriate.

Technology Requirements: In order to successfully access the materials in an online or hybrid course, UNT Dallas advises that your computer be equipped with the minimum system requirements.

Blackboard Learn 9.1 is the platform software for this course. Blackboard Learn supports major web browsers such as Windows Internet Explorer, Apple Safari, Mozilla Firefox, and Google Chrome. However, since the latter two are updated continually, some recent versions may not be compatible. If you experience difficulty accessing or using components of the course, try using Internet Explorer. Also, no matter what browser you use, always enable pop-ups. For more information see:

- http://www.untdallas.edu/dlit/ecampus/requirements
- https://help.blackboard.com/en-us/Learn/9.1_SP_12_and_SP_13/Student/040_Browser_Support_for_SP_13
- https://learn.unt.edu/bbcswebdav/institution/BrowserCheck/check_full.html