



UNIVERSITY OF NORTH TEXAS AT DALLAS

Department of Management | School of Business

BUSI 4940 Business Policy – Spring 2025

Syllabus for Distance Learning

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Office Hours: Tuesdays and Thursdays, 1:15-3:15 p.m.
Classroom Location: Online
Class Meeting Times & Days: Online, January 13 – May 10, 2025

Course Catalog Description:

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 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 2022, you should not be in this class – PLEASE contact Prof. Knapp during the first week of class to discuss.

Required Textbook: Strategic Management: Competitiveness and Globalization by Michael A. Hitt, R. Duane Ireland, Robert E. Hoskisson; Cengage | 13th Edition | Copyright 2020; eBook: ISBN-10: 0357690338 | ISBN-13: 9780357690338; Paperback: ISBN-10: 0357690338 | ISBN-13: 9780357690338

Important Dates – Spring 2025 16-Week Session: <https://www.untdallas.edu/sbs/important-dates.php>

Course Goals or Overview

This course has been structured to help you achieve four major objectives. By 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 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
 - 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

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 Canvas announcement. Additional readings and activities may be added, these will be noted in the Readings and Activities/Assignments sections.

Week Of	Topic	Homework	Due Date
January 13	Introduction to Course	Syllabus Quiz	1/19
January 21	Chapter 1 - Strategic Management and Competitiveness Study teams assembled	Read Chapter 1 Current Event Discussion	1/26
January 27	Chapter 2 - The External Environment: Opportunities, Threats, Industry Competition, and Competitor Analysis	Read Chapter 2 Mini Case	2/2
February 3	Chapter 3 - The Internal Organization: Resources, Capabilities, Core Competencies, Competitive Advantages	Read Chapter 3 Part 1 Quiz	2/9
February 10	Chapter 4 - Business-Level Strategy	Read Chapter 4 Current Event Discussion	2/16
February 17	Chapter 5 - Competitive Rivalry and Competitive Dynamics	Read Chapter 5 Mini Case	2/23
February 24	Chapter 6 - Corporate-Level Strategy	Read Chapter 6 Part 2a Quiz	3/2
March 3	Group Case Study	Complete Group Case Study	3/16
March 10	SPRING BREAK – NO CLASSES		
March 17	Chapter 7 - Merger and Acquisition Strategies	Read Chapter 7 Current Event Discussion	3/23
March 24	Chapter 8 - International Strategy	Read Chapter 8 Mini Case	3/30
March 31	Chapter 9 - Cooperative Strategy	Read Chapter 9 Part 2b Quiz	4/6
April 7	Chapter 10 - Corporate Governance	Read Chapter 10 Current Event Discussion	4/13
April 14	Chapter 11 - Organizational Structure and Controls	Read Chapter 11 Mini Case	4/20
April 21	Chapter 12 - Strategic Leadership	Read Chapter 12 Current Event Discussion	4/27
April 28	Chapter 13 - Strategic Entrepreneurship	Read Chapter 13 Part 3 Quiz	5/4
May 5	Capstone Project	Submit Executive Interview	5/9

Course Evaluation Methods

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

GRADING MATRIX:

Assignment	Value	Total
Syllabus Quiz	10 points	10
Mini-Cases (4)	25 points each	100
Current Event Discussion (5)	20 points each	100
Unit (Part) Quizzes (4)	25 points each	100
Group Case Study	100 points	100
Capstone Project: Executive Interview	90 points	90
TOTAL		500

GRADE DETERMINATION:

A = 89.7 – 100%	448 – 500 points
B = 79.7 – 89.4%	398 – 447 points
C = 69.7 – 79.4%	348 – 397 points
D = 59.7 – 69.4%	298 – 347 points
F = 59.4% or less	297 or less points

Syllabus Check-In Quiz

At the start of our course, students will review the course syllabus and respond to a short quiz to acknowledge their awareness of all content and requirements therein.

Mini-Cases

Choose ONE mini-case assignment that peaks your interest for each Unit (or Part). Multiple mini-cases are shared to offer variety, but you **are only required to complete ONE** of your choosing each unit. The cases are found in the textbook at the end of each chapter.

Current Event Discussions

Each student is expected to summarize a news article related to Business Management from a reliable news source and post an approximately one-page (double spaced) discussion and critical evaluation (approximately 50% summary, 50% your critical evaluation).

- Each report should discuss or involve an aspect of business management. For example, a hurricane or another natural is not relevant unless you discuss the effects on or implications for business.
- News should not be older than two weeks.
- Submissions will be made via the discussion board on Canvas.
- Please make sure that you include the link to the news and the title of the news.
- In a world of politically influenced media, you must consider the slant or biased behind the sources from which you consume your news. Refer to the [Media Bias Chart \(https://bit.ly/3xZpoKp\)](https://bit.ly/3xZpoKp) and note where your source falls on the chart.

Unit (Part #) Quizzes

Each unit includes a short quiz covering the key concepts of Management discussed throughout the course. Content of the quizzes may not always align perfectly with the text content covered each week. Rather, they test a cumulative summary of the knowledge you have acquired throughout earning your degree.

Group Case Study

Midway through the semester, you will be assigned to a team in which to complete a larger case study group project. This experience will help you get to know your classmates better, as well as develop real-world skills in working collaboratively and with compromise in a deadline-driven environment. Details of the Group Case Study project requirements will be posted in Canvas.

Capstone Project: Executive Interview

You will interview an executive who currently serves in a management position in any field. You should identify this executive mid-semester – avoid waiting until the end of the semester to figure out who to interview! This could be your direct or any supervisor at your place of employment, a family member who is a manager, or a leader at a company you would like to work at in the future (i.e., a great opportunity for an introduction and informational interview!). Your interview should be a conversation, not an interrogation. That is, you should not just read questions and report answers. You should engage in a thoughtful dialogue to create a narrative summary of your exchange. This project is in lieu of a typical final exam/assessment. Further details about this written assignment will be shared in Canvas.

ACCESS TO LEARNING RESOURCES:

UNT Dallas Library:

phone: (972) 780-1616

web: <http://www.untdallas.edu/library>

email: library@untdallas.edu

UNT Dallas Bookstore:

phone: (972) 780-3652

web: <http://www.untdallas.edu/bookstore>

e-mail: untdallas@bkstr.com

TECH SUPPORT:

Supported Browsers:

Chrome 67 & 68

Firefox 60 & 61

Flash 29, 30 (for audio/video)

Respondus Lockdown Browser

Safari 10, 11

Supported Devices:

iPhone

Android

Chromebook

(Tablet users can use the Canvas app)

Screen Readers:

VoiceOver (Safari)

JAWS (Internet Explorer)

NVDA (Firefox)

Note: There is no screen reader support for Canvas in Chrome

Access Canvas via untdallas.instructure.com

- **Username:** your EUID #
- **Password:** your password

Getting Help with Canvas:

Canvas 24/7 Phone Support: 1-833-668-8634

Canvas Help Resources:

Web: [Canvas Student Guide](#)

For additional help, contact Student Assistance (Distance Learning):

DAL 1, Rm 157

phone: (972)338-5580

email: distancelearning@untdallas.edu

If you are working with Canvas 24/7 Support to resolve a technical issue, make sure to keep me updated on the troubleshooting progress.

If you have a course-related issue (course content, assignment troubles, quiz difficulties) please contact me during office hours or by email.

CLASSROOM POLICIES

Late Assignment Policy

I do not accept any late work. I understand that many of you are full-time students as well as have responsibilities outside of the classroom. The expectations for the class are shared with you on the first day of class so you can plan your time wisely for the semester. It is the student's responsibility to gain access to the textbook and course materials in a timely manner before or once the course begins. It is also the student's responsibility to schedule their time to complete the required assignments by the listed deadlines, so all work is submitted on time. This policy is designed to help all students complete the course progressively and successfully. Please plan accordingly.

Inclement Weather and Online Classes

If our class is disrupted by closures due to inclement weather or other unforeseen events, your instructor will communicate with you by email with instructions for class. Unless otherwise notified by your instructor via e-mail, online messaging, or online announcement, students should assume that assignments are due as scheduled.

Disruptive Behavior in an Instructional Setting:

Students are expected to engage with the instructor and other students in this class in a respectful and civil manner at all times to promote a classroom environment that is conducive to teaching and learning. Racial, ethnic, political, or gender slurs will not be tolerated at any time. Students who engage in disruptive behavior will be directed to leave the classroom. A student who is directed to leave class due to disruptive behavior is not permitted to return to class until the student meets with a representative from the Dean of Students Office. It is the student's responsibility to meet with the Dean of Students before class meets again and to provide the instructor confirmation of the meeting. A student who is directed to leave class will be assigned an unexcused absence for that class period and any other classes the student misses as a result of not meeting with the Dean of Students. The student is responsible for material missed during all absences and the instructor is not responsible for providing missed material. In addition, the student will be assigned a failing grade for assignments, quizzes or examinations missed and will not be allowed to make up the work.

The Code of Student's Rights, Responsibilities, and Conduct (Policy 7.001) describes disruption as the obstructing or interfering with university functions or activity, including any behavior that interferes with students, faculty, or staff access to an appropriate educational environment. Examples of disruptive behavior that may result in a student being directed to leave the classroom include but are not limited to: failure to comply with reasonable directive of University officials, action or combination of actions that unreasonably interfere with, hinder, obstruct, or prevents the right of others to freely participate, threatening, assaulting, or causing harm to oneself or to another, uttering any words or performing any acts that cause physical injury, or threaten any individual, or interfere with any individual's rightful actions, and harassment. You are encouraged to read the Code of Student's Rights, Responsibilities, and Conduct for more information related to behaviors that could be considered disruptive.

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). 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 UNT Dallas Student Code of Conduct. Respect is a given principle in all online communication. Therefore, please be sure to proofread all of your written communication prior to submission.

Course Evaluation 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.

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 [Disability Services Office](#). You may also contact them by phone at 972-338-1777; by email at UNTDDisability@untdallas.edu or at Building PL, room 1104.

Canvas Instructure 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. [Canvas Instructure Accessibility Statement is also provided.](#)

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

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 [UNT Dallas' Student Code of Academic Integrity](#) 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 that 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.

UNTD University Attendance Policy

The University attendance policy is in effect for this course. Class attendance in the Canvas 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 Canvas, i.e., posting assignments 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.

Purpose of the Policy

This policy was designed for several reasons including: 1) Meet the financial aid/government regulations for attendance in online courses, and 2) Allow instructors to provide clear guidelines for student attendance in online courses.

Diversity/Tolerance Policy: Students are encouraged to contribute their perspectives and insights to class. However, offensive and 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.

Easter Egg ExC Opportunity:

If you've made it this far in the syllabus, then you deserve a bonus! My absolute favorite TV show of all time is "The Office." Email me a picture or meme related to The Office, and I'll give you a few points of extra credit for making me smile. "I guess I've been working so hard, I forgot what it's like to be hardly working." — Michael Scott

Technology Assistance: Supplemental materials to this course are found in the Canvas online learning platform. In order to successfully access these materials, UNT Dallas advises that your computer be equipped with the minimum system requirements listed on the first page of the syllabus. If you experience difficulty accessing or using components of the course, try using the Google Chrome browser. If you still experience technical difficulties, notify your instructor.

If the problem is still not resolved, call Student Assistance (Distance Learning) at the phone number listed at the top of the syllabus. Also, no matter what browser you use, always enable pop-ups. For more information see:

- [UNT Dallas Canvas Technical Requirements](#)
- [Canvas Instructure Supported & Unsupported Operating Systems](#)