

**THE UNIVERSITY of NORTH TEXAS
COLLEGE OF BUSINESS ADMINISTRATION**

**Business 4940 - Business Policy (Strategic Business Integration)
Course Outline - Spring, 2007**

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Office Hours: Monday, 11:00 am - 2:00 pm and Tuesday 10:00 am - 12:00 pm
(or by appointment)
Course Web page: <http://www.coba.unt.edu/mgmt/MILES/4940home.html>

INTRODUCTION:

Business Policy (BUSI 4940) 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 elements of the firm and integrate functional areas in order to optimize 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:

We have structured this course to help the student 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 that includes the following elements:
 - strategy
 - environment
 - resources
 - managerial preferences & values
 - organization
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

REQUIRED MATERIALS:

Strategic Management: A Dynamic Perspective, M.A. Carpenter & W. G. Sanders, Pearson/Prentice Hall, 2007.

(Additional readings, cases, and exercises will be distributed in class)

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 analyzing and preparing the material as you do reading it.

PERFORMANCE EVALUATION AND GRADING:

Your grade in this course will be determined by your performance on individual assignments and pop quizzes, two content tests, a comprehensive examination, two team applications, an integrative team project, and the level and quality of your class participation. The points distribution will be as follows:

| | |
|------------------------------------------|---------------------------------|
| Participation, assignments & pop quizzes | 220 |
| Participation: | 30 |
| Assignments and pop quizzes: | 190 |
| Content Tests (2@140 points each) | 280 |
| Comprehensive Exam | 250 |
| Integrative Team Project | 250 |
| Final Exam (student option) | <u>250</u> |
| Maximum Points Possible | 1250 (1000 if not taking final) |

Letter Grade Equivalent

| <u>Total Points With Final</u> | <u>Total Points Without Final</u> | <u>Grade</u> |
|--------------------------------|-----------------------------------|--------------|
| 1125 to 1250 | 900 to 1000 | A |
| 1000 to 1124 | 800 to 899 | B |
| 875 to 999 | 700 to 799 | C |
| 750 to 874 | 600 to 699 | D |
| 749 or below | 599 or below | F |

CLASS PARTICIPATION:

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. If you must be absent and have a reasonable excuse, please let me know in advance.

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. Please note that **minimal participation will be reflected in a minimal grade.**

ASSIGNMENTS & POP QUIZZES

Individual and team assignments, as well as pop quizzes, will be given throughout the term. These are designed to develop your ability to apply the conceptual material being presented in class and to provide ideas and insights for class discussion. Assignments and pop quizzes will count for 10 - 90 points each. Specifics regarding each assignment and the pop quizzes will be given in class. It is your responsibility to be aware of the assignments and turn them in on time. Late assignments will not be accepted.

Note:

There will be 1 special guest speaker in the college this term. Brian Philips, Executive Vice President and Chief Operating Officer, FedEx Kinko's, will be presenting "How FedEx Kinko's Cultivates a Passion for Leadership and Service". The presentation is scheduled for Friday, March 9th, 2007 from 10:00 - 11:30am in University Union, Silver Eagle Suite C. Attendance at this presentation will be considered an assignment worth 10 points. Attendance by all students is encouraged and I hope that you can plan your schedule accordingly. I recognize, however, that scheduling conflicts may occur. Those whose schedules will not allow them to attend the presentation may complete an alternative assignment to make up for the missed session. The alternative assignment is worth 10 points and must be turned in by the beginning of class on Monday, March 12th (i.e. the class after the speaker).

CONTENT TESTS

The two content tests are “knowledge-acquisition” oriented - that is, they are designed to “quickly” test your knowledge of basic theories, concepts, and analytical tools - in particular, those associated with the tasks of the CEO/general manager and the strategic management process. 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.

COMPREHENSIVE EXAMINATION:

The comprehensive exam will be based on essay questions. It is designed to test your understanding of the theoretical and conceptual foundations of the course as well as your ability to apply the conceptual material to real-world situations.

Please note that NO MAKE UP COMPREHENSIVE EXAM WILL BE GIVEN. If you must miss the exam for a legitimate, documented reason, then you **MUST** take the final exam to account for the missed midterm.

FINAL EXAMINATION (optional)

The final examination will be case/application oriented, involving analysis of business problems and generation of solutions and recommendation. You will be expected to pull from relevant course material to support your analysis and solutions.

Students are NOT required to take the final exam. After the team project has been completed, students will be made aware of their grade to that point (calculated out of 1000 possible points). Those who are satisfied with their grade may choose to skip the final. Those who are not satisfied can elect to take the final in an effort to raise their grade. Please note, however, that once you have committed to taking the final, your grade will be calculated out of 1250 points. Thus, you must be sure of your commitment to taking and doing well on the final.

INTEGRATED TEAM PROJECT

A separate handout describes the team project.

NOTE: The UNT Business Librarians, in collaboration with BUSI 4940 instructors, have custom designed several web pages that will be very helpful in finding information for both team and individual assignments. You are strongly advised to visit the site early in the semester and to continue to use the site throughout the term. The URL for the webpage is:

<http://www.library.unt.edu/classes/default.htm#Business>

Once there, scroll down to the BUSI 4940 section and pick the appropriate link.

ADA COMPLIANCE

THE COLLEGE OF BUSINESS ADMINISTRATION COMPLIES WITH THE AMERICANS WITH DISABILITIES ACT IN MAKING REASONABLE ACCOMMODATION FOR QUALIFIED STUDENTS WITH DISABILITY.

IF YOU HAVE AN ESTABLISHED DISABILITY AS DEFINED IN THE AMERICANS WITH DISABILITIES ACT AND WOULD LIKE TO REQUEST ACCOMMODATION, PLEASE SEE ME AS SOON AS POSSIBLE. MY OFFICE HOURS AND OFFICE NUMBER ARE SHOWN ON THIS SYLLABUS.

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.)

If you engage 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. In addition, the case will be referred to the Dean of Students for appropriate disciplinary action. This policy is intended to protect the honest student from unfair competition with unscrupulous individuals who might attempt to gain an advantage through cheating

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| Week | Date | Topic | Reading/Assignment |
|-------------|-------------|-----------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| 1 | | NO MONDAY CLASSES | |
| 2 | Jan. 22 | Introduction & Overview Of Strategy Leading strategically through Mission and Vision | Exercise: Alaskan Gold Miner Text: Chapter 1, 2 Handout: Appendix A & Application 1 |
| 3 | 29 | Environmental Analysis | Text: Chapter 4 Assignments due: Financial Analysis and Strategy |
| 4 | Feb. 5 | Resources and Capabilities | Text: Chapter 3 Assignments due: Industry/Competitor Analysis |
| 5 | 12 | Business Strategy | Text: Chapter 5 & 6 Assignments due: Resource Analysis |
| 6 | 19 | Corporate and International Strategies | Content Test #1 Text: Chapter 7 & 8 |
| 7 | 26 | Business Integration - Implementation Levers, Alliances and Cooperation | Text: Chapter 9 & 11 |
| 8 | March 5 | App. 1 Presentations | Handout: Application 2 |
| 9 | 12 | Renewal and Governance Group Processes | Text: Chapter 12, 13 (plus Appendix B handout) Individual Assignment Due on Application 2 |
| | 19 | NO CLASS – SPRING BREAK | |
| 10 | 26 | Application 2 Group Work | Content Test #2 |

¹Schedule subject to change as class needs demand

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|------------------------------|---------------|-----------------------------------------------------------------|-----------------------------------------------------|
| 11 | Apr. 2 | Application 2 Presentations | Handout Team Project |
| 12 | 9 | Comprehensive Exam | Team Project Interviews - Tuesday Night (tentative) |
| 13 | 16 | Team Project Work Day | |
| 14 | 23 | Team Project Presentations | |
| Saturday April 28 | | Team Project Finals Location TBA - 8:30 am - 2:00 pm | |
| 15 | Apr. 30 | Team Project Feedback | |
| | | FINAL (optional) - Saturday, May 5 | 11:00 am - 1:00 pm 203 Curry |