INSTRUCTOR: Dr. Derrick D’Souza, Professor of Management
OFFICE: 365-C, Business Leadership Building
PHONE/FAX: (940) 565-3168 / (940) 565-4394
E-MAIL: dsouza@unt.edu
OFFICE HOUR: Monday: 10:00 am – 12:00 noon
Tuesday & Wednesday: 1:30 pm – 3:30 pm, or by appointment

CATALOG COURSE DESCRIPTION AND COURSE OBJECTIVES
Examination and evaluation of current theories, issues, and programs involved in strategically managing organizations. Emphasis is on critical thinking, judgment and solving strategy problems within uncertain and complex decision environments.

The course will emphasize current theories on competitive advantage, competitive dynamics, sustaining superior performance, and making strategic choices in the domestic and global environments. A case approach will be used to apply theory to practice. This will included mini cases addressed by individuals, and a comprehensive cases addressed by teams of students.

REQUIRED TEXT

PERFORMANCE EVALUATION
Points Distribution:

- Individual projects (4 @ 50 points each) 200 points
- Team project (3 parts @ 150 points) 450 points
- Examination (2 @ 175 points) 350 points

Maximum Points 1000 points
Letter Grade Equivalent

<table>
<thead>
<tr>
<th>Cumulative Points</th>
<th>Grade</th>
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<tbody>
<tr>
<td>900 to 1000 points</td>
<td>A</td>
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<tr>
<td>800 to 899.9 points</td>
<td>B</td>
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<tr>
<td>700 to 799.9 points</td>
<td>C</td>
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<tr>
<td>600 to 699.9 points</td>
<td>D</td>
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<tr>
<td>599.9 points or below</td>
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Note: Grades will not be curved for the class as a whole.

METHOD OF INSTRUCTION

CLASS ACTIVITIES

Fifty five percent (55%) of the graded activities in this class will be based in “individual” work. The rest (45%), will be based on group work. This pedagogy is reflected in the grade-point distribution.

1. Individual Work (55% of grade)

Examinations: Your command of the subjects covered in this course will be assessed on two examinations. The examinations are designed to assess your understanding of the fundamental theories and key concepts associated with the course. They will also test you for the ability to apply the theory to practice. These will be “essay / short-answer” type questions. You will be asked 3-5 questions and will be provided limited space to respond. You are required to go beyond the material in the text when you answer the questions. Your ability to provide both a theoretical and a practical perspective in your response is essential. This is where collaborative learning through active participation in classroom discussions will prove to be extremely helpful.

Individual projects: You will be required to complete four (4) individual projects during the semester. Dates on which these projects are due are provided in the syllabus. All submissions will be made through the individual project submission portal in BlackBoard (BB). You will be asked to use the theory in the text and undertake outside research to analyze a strategic issue in an organizational context. The instructor will provided you with some leads to get you going, but you will be responsible for doing much of the research. The idea is to learn how to apply the theory in the text to practical situation in the real-world.

2. Team Work (45% of grade)

Teams of 4-5 individuals will be formed by the instructor at the beginning of the semester.

Team Charter. Members of your team will create and sign a team charter and submit it to the instructor by the end of Week-2. A template for the team charter has been place on the course website in Blackboard.
Teams will be responsible for completing three case-based assignments. For details on the case assignments see section titled “Team Work” in this document.

INDIVIDUAL WORK - DETAILS

1. Examinations

Two examinations will be administered during the semester. Examinations will be conducted in class on February 28th, and May 2nd. These will be open-book/open-notes exams. The examinations are designed to assess your understanding of the fundamental theories and key concepts associated with the course. They will also test you for the ability to apply the theory to practice.

*Exam Characteristics and Expectations:* These will be “essay / short-answer” type questions. You will be asked 3-5 questions and will be provided limited space to respond. You are required to go beyond the material in the text when you answer the questions. Your ability to provide both a theoretical and a practical perspective in your response is essential.

Your ability to demonstrate an authoritative command of the topics covered by your team in the Project Report will also be tested on the exam. You are advised to work closely with members of your team on EVERY part of the team assignments to ensure that you are well acquainted with the details, subtleties, nuances and challenges of applying theory to practice in the context of the assignments.

*Operational Details:* Each examination will last 2.0 hour. You may use the word-processor on your laptop to compose your response, and e-mail it to me via BB at the end of the exam.

*Policy for Make-up Examinations:* If you miss the examination for justifiable reasons (e.g., hospitalization, contagious disease, religious holiday, death in the family), and would like to receive a make-up examination, you must provide the instructor with evidence of the unforeseen circumstance. The make-up examination will be held at a mutually convenient time during the final exam week.

2. Evaluation of Individual Projects

Individual projects will be graded by the instructor using the following criteria:

- Your ability to use the theory to anchor and structure your response
- The depth, and range of material covered, and the strength of the arguments
- Your ability to demonstrate critical thinking.
- The ability to provides new and revealing perspectives
- The insightfulness and thought-provoking nature of the recommendations/conclusions
- The extent and quality of outside research to support your arguments.
- Professional “packaging” of the report.
TEAM WORK - DETAILS

1. Team Assignment

Each team will submit a 20-30 page analysis for each part of the team assignment. Your instructor will provide you with a set of questions that will help you get started on your analysis. Your team is expected to undertake rigorous research necessary to complete the assignment. Note that your team must establish how it used the theory found in the textbook to make decisions and to structure the analysis. Absence of the use of theoretical underpinnings to rationalize the decision-making processes and choices made by the team will result in a failing grade on the assignment.

Report Submission: The team report must be submitted in PDF format to the assignment drop-box in Blackboard. Your instructor expects the assignment to be professionally prepared. Each report must be 1.5 spaced & 12-point, preferably with a non-serif font (e.g., Arial, Calibri, etc.). It must be content-rich and must present insightful synthesis that demonstrates good coverage and strong command of the topic.

Peer Evaluation: We will conduct a "Peer Evaluation" at the time each assignment is submitted.

Submission Deadlines:

First Submission: Submit report by 8:30 p.m. on February 21st.
Second Submission: Submit report by 8:30 p.m. on April 4th.
Third Submission: Submit report by 8:30 p.m. on April 18th.

Evaluation Criteria: Team submissions will be graded by the instructor using the following criteria:

- The ability to use theory to anchor and structure their response
- The depth, and range of material covered, and the strength of the arguments
- The ability to demonstrate creativity, and critical thinking.
- The ability to provide new and revealing perspectives
- The insightfulness and thought-provoking nature of the recommendations/conclusions
- The depth of coverage
- The quality of the analysis and synthesis of the information gathered by the team
- The extent and quality of outside research, conducted by the team, to support their arguments. (NOTE: You must demonstrate that this research has been conducted by [1] providing a list of references and [2] appropriately inserting one or more citations of that reference in the text of the report for EVERY item in the list of references)
- Professional “packaging” of the report. It should exude all the trappings of a report that would be submitted to a senior executive / key decision-maker at a large organization.

Note: Issues covered in the Team Project are fair game on the examinations. Hence, you are strongly advised to actively participate in, and contribute to, the development of ALL aspects of your team’s assignments.
2. YOUR Grade on the 3-Part Team Assignment

YOUR individual grade on each submission will be computed based on the team’s grade, and YOUR peer evaluation grade (see Appendix-1). An example of how YOUR individual grade will be computed is presented in Appendix-2.

SUNDOWN POLICY

You have one week (from the date a grade is posted) to inquire about, and to appeal your grade on an exam, assignment, or presentation, after which no appeals will be entertained. The purpose is to resolve any issue during the term and not wait until the last week of the term to sort things out. Please check your grades every week!

ACCEPTABLE STUDENT BEHAVIOR

Student behavior that interferes with an instructor’s ability to conduct a class or other students' opportunity to learn is unacceptable and disruptive and will not be tolerated in any instructional forum at UNT. Students engaging in unacceptable behavior will be directed to leave the classroom and the instructor may refer the student to the Center for Student Rights and Responsibilities to consider whether the student's conduct violated the Code of Student Conduct. The university’s expectations for student conduct apply to all instructional forums, including university and electronic classroom, labs, discussion groups, field trips, etc. The Code of Student Conduct can be found at www.unt.edu/csrr.

ADA

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. NOTE: UNIVERSITY POLICY REQUIRES THAT STUDENTS NOTIFY THEIR INSTRUCTOR WITHIN THE FIRST WEEK OF CLASS THAT AN ACCOMMODATION WILL BE NEEDED.

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.

Note: Your instructor reserves the right to submit your team’s report to Turnitin.Com where it will be checked for plagiarism. Evidence of plagiarism is grounds for awarding an “F” grade on the assignment and an “F” grade in the course. The grade will be awarded to ALL members of the team that made the submission.
SCHEDULE OF EVENTS

Jan. 17
- Introduction to the course
- In-class discussion: Chapter-1
- Teams formed by instructor
- The live case (IKEA): Presentation by IKEA-Frisco representatives/mentors

Jan. 24
- IKEA-Frisco site visit. Students arrive directly at the site
- Reading assignment: Chapter 2 & 3
- Team Charter: Submission due by 5:00 pm on Friday, January 26th.

Jan. 31
- Individual project-1 submission due at 8:30 am via BB
- In-class discussion: Apply theory from Chapters 1 & 2 to the live case
  Chapters 2 & 3

Feb. 7
- In-class discussion: Apply theory from Chapter 3 to the live case
  Chapter 4

Feb. 14
- Individual project-2 submission due at 8:30 am via BB
- In-class discussion: Teams meet with IKEA representatives/mentors to fine-
  tune Part-1 of their project report that covers material in
  Chapter 1, 2, 3, & 4 (i.e., analyzing the strategic
  environment and the industry for IKEA-Frisco)

Feb. 21
- Team project part-1 submission due at 8:30 am via BB
- In-class discussion: Applying theory from Chapters 4 to the live case
  Chapter 5

Feb. 28
- First Examination (2 hrs.) - Includes all material covered in prior weeks.

Mar. 7
- In-class discussion: Applying theory from Chapter 5 to the live case
  Chapter 6

Mar. 14
- SPRING BREAK

Mar. 21
- Individual project-3 submission due at 8:30 am via BBf
- In-class discussion: Applying theory from Chapter 6 & 7 to the live case
  Chapter 7

Mar. 28
- Teams meet with IKEA representatives/mentors to fine-tune Part-2 of their
  project report that covers material in Chapter 5, 6 & 7 (i.e., developing the
  business-unit strategy for IKEA-Frisco)
April 4
- Team project part-2 submission due at 8:30 am via BB
- In-class discussion: Applying theory from Chapter 8 & 9 to the live case
  Chapters 8 & 9

April 11
- Individual project-4 submission due at 8:30 am via BB
- In-class discussion: Applying theory from Chapter 10 to the live case
  Chapter 10
  Teams meet with IKEA representatives/mentors (9:00 AM – 11:00 AM) to fine-tune Part-3 of their project report that covers material in Chapter 8, 9 & 10 (i.e., Understanding IKEA’s global strategy and assessing IKEA-Frisco’s contribution to the corporation)

April 18
- Team project compiled report (parts 1, 2 & 3) submission due at 8:30 am via BB
- Team presentations in the Dean’s Boardroom, BLB, or at IKEA-Frisco. Presentations will be made to a panel of judges including IKEA Executives, The Dean of the College of Business (subject to her availability), and the Course Instructor. (Making this event competitive, with some form of “award” offered by IKEA, would enhance student engagement through the entire semester)

April 25
- Course wrap-up and preparation for the second examination

May 2
- Second Examination (2 hrs.). Includes all material covered since First Exam
  Exam
For each team assignment, you will rate the contributions of each of your team members. The intent in having you do this is to ensure a fair grading process for each member of the team. Ideally, all team members will behave and contribute at the levels expected. If they do not, they should not receive the same points as those members who do contribute at appropriate levels. To that end, the percentages assigned to each member will be used in the following manner for assigning grades.

First, the team assignment will be graded based on how well it addresses the questions and guidelines in the assignment. This assignment grade will serve as the starting point for individual grades. Based on the peer rating received from all team members, an average peer rating will be computed. Individuals receiving a peer rating of between 90% and 100% will receive the number of points that the assignment received (i.e., the team grade) as their score for the assignment. Members receiving less than 90%, however, will receive only a portion of the team grade based on the following formula.

<table>
<thead>
<tr>
<th>Average Participation Points Received from Team Members</th>
<th>Participation Points Awarded</th>
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<tbody>
<tr>
<td>90 – 100%</td>
<td>100%</td>
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<tr>
<td>80 – 89%</td>
<td>90%</td>
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<td>70 – 79%</td>
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<td>60 – 69%</td>
<td>70%</td>
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<tr>
<td>1 – 10%</td>
<td>10%</td>
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As an example, consider a team assignment that received a grade of 140 points (out of 150 possible points). A team member who receives an average of 94% participation points will receive the full 140 points for the assignment (i.e., 140 x [100/100] = 140). A team member who received an average of 84% participation points from team members would receive 126 points for the assignment (i.e., 140 x [90/100] = 126).

For this process to work well, it requires that team members are open and honest in communicating their expectations. Criticism is okay if it is done in a constructive manner. If you feel that someone is not pulling their weight, let them know, in advance, where they are falling short and what they can do to correct their actions. By the same token, you are encouraged to regularly seek out your teammates’ opinions on your contribution to the team effort. Everyone should try to make such feedback an integral part of team activity from the very beginning – it will help avoid later problems and hurt feelings. And, remember that if you ever need help with the process, the instructor will be happy to help.

The form provided on the following page will be used to conduct the assessment after the team assignment is turned in,
### APPENDIX - 2

**Involvement and Interaction in Team Activities**

Team #: __________________________
Your name: __________________________
Activity: __________________________

**INSTRUCTIONS:**
- Evaluate the overall performance of each team member using the following criteria.
  - A. Did the individual foster team spirit and display initiative while working on project?
  - B. Did the individual attend and actively participate in scheduled meetings (face-to-face or virtual)
  - C. Did the individual contribute adequately to the development of the report
  - D. Did the individual participate in group discussions, complete assigned work and contribute to project completion?
- Specific comments must be included on the next page indicating why each team member received their score. *Absence of detailed justification may result in your evaluations being adjusted at the discretion of the instructor.*
- Any team member may request the instructor to arbitrate discussions. In such an event, decision from the arbitration shall be final.
- Return the completed form to the instructor at the appointed time.

#### Involvement and Interaction in Team activity

<table>
<thead>
<tr>
<th>NAME OF TEAM MEMBER</th>
<th>POINTS ALLOCATED</th>
<th>AVERAGE SCORE</th>
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<tr>
<td></td>
<td>Fosters team spirit and displays initiative</td>
<td>Attended / participated in scheduled meeting</td>
</tr>
<tr>
<td></td>
<td>Max = 100%</td>
<td>Max – 100%</td>
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</tbody>
</table>
You **MUST** provide comments on **ALL** team members. These include comments in two areas: 

- **a) good contributions by the member** (e.g., identifying the work contributed by the member, specific examples of good team behavior, etc.)
- **b) areas where the member could improve** (e.g., specific bad behaviors to avoid, meeting deadlines, communication, etc.).

Please be as detailed as possible in order to justify the assigned percentages. *Absence of detailed justification may result in your evaluations being adjusted at the discretion of the instructor.*

<table>
<thead>
<tr>
<th>Team Member</th>
<th>Good Contributions</th>
<th>Areas for Improvement</th>
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<tbody>
<tr>
<td>1.</td>
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Appendix-3

About Your Instructor

Dr. Derrick E. D’Souza is Professor of Management at the College of Business Administration, UNT. He holds a bachelor's degree in Chemical Engineering, an MBA in Marketing and Operations, and a doctorate in Strategic Management.

Industry Experience: Dr. D’Souza spent several years providing corporate consulting services to local and international firms. He has traveled on business to Hong Kong, Singapore, Thailand, and the Philippines. He has successfully completed consulting projects for corporations, national governments, and international organizations like the World Bank, IMF, and UNICEF. Prior to his tenure in corporate consulting, he was associated with the construction, commissioning, and operations of a detergent manufacturing plant.

Teaching: Dr. D’Souza has taught face-to-face and online courses, in business integration, strategic management, international business, and creativity/innovation, at the undergraduate, masters and doctoral levels. He has published/presented numerous articles on teaching pedagogy, and has conducted conference workshops on the use of technology in the classroom.


Honors and Awards: Dr. D’Souza has received several research and teaching awards including the “Distinguished Paper Award” from the Southwest Academy of Management in 2000. In 2007, he received the “Outstanding Online Course and Teacher Award” – The highest award offered by UNT for online teaching. He was awarded the College of Business’ “Innovative Teaching Award” in 2010. In 2011, he was the recipient of the prestigious “Bobby Bizzell Innovation Achievement Award,” sponsored by BusinessWeek magazine. In the same year, he also received the “Cutting Edge Research Award” from the Academy of Human Resource Development for his research on virtual worlds. In 2014, his co-authored research paper won the McGraw Hill Distinguished Paper Award at the Southwest Academy of Management Conference. In the same year he also received the “Educator of the Year” award from the Department of Management, UNT, and he was bestowed the highest teaching award at UNT– the President’s Council Teaching Award.