

Course: Course Number (BUS 520), Name (Strategy and Leadership)
Class: Classroom Location Del Norte 1520 6:30 – 9:30 PM PST
Instructor: Dale S. Deardorff, MA, MS, DM, Adjunct Instructor, Business Management School.
Email: dale.deardorff@CSUCI.edu
Phone: Office Extension
Office Location: MVS Hall 2122 2nd floor
Office Hours: Wednesday from 5:00-6:30 each week; in-person, on campus.

Instructor Communication Policy:

Please email me with any questions or concerns. I will respond within 24 hours Monday – Friday. I may not be available as quickly on weekends, but leave a message and I will respond as quickly as possible. If it is an emergency please call me or text me at 818-703-4444. If you would like to set up a Zoom meeting, please contact me in advance.

Course Description and Objectives

The BUS 520 Strategy and Leadership course is an integrated overview of strategy, strategic planning, and strategic management for business leaders. Special emphasis is on the role of leadership in the strategic business management process. Your personal and professional leadership and strategy skills will be enhanced and developed.

Through the use of a complex business scenario (Dolphin Explorer), the course analyzes the major elements of strategic management and the Leadership interactions required among major participants in a Team environment. The course is designed to replicate the typical Leadership situations and objectives required in a modern VUCA (Volatility, Uncertainty, Complexity, and Ambiguous) based organization. Each week, there is an evolving course scenario which will provide unique challenges and opportunities.

The Dolphin Explorer Project is a fictitious, Kern County based, space exploration company which has multiple locations. It is an evolving story each week used as the course case scenario which contains business details and challenges for success. Each student Team will be challenges to complete a strategy and leadership business exercise to reinforce the concepts and skills required for the MBA program. The course will provide both personal and professional growth in Leaderful Leadership, Strategic Leadership, Complex Decision Making and Financial Responsibility in modern organizations.

Program Learning Outcomes:

- 1) Demonstrate high proficiency in critical thinking, oral and written communication, personal ethical conduct, and collaboration skills.
- 2) Demonstrate, orally and in writing, analytical and integrative skills in making strategic business decisions.
- 3) Demonstrate an understanding of the global strategic operating environment of modern business organizations.
- 4) Produce written innovative and integrative strategic business plans, including leadership plans that adapt to uncertain and unpredictable environments.
- 5) Demonstrate an understanding of relevant Leadership disciplines.
- 6) Demonstrate leadership skills in a variety of situations and settings

By the successful completion of this course, your **course** learning outcomes will be:

- 1) A clear understanding of strategic leadership.
- 2) A demonstration of strategic development for a leadership expansion opportunity.
- 3) Refinement of basic business financial evaluation skills and tools.
- 4) Development and refinement of critical thinking skills.
- 5) Demonstration of working in a Leaderful leadership position in a VUCA (Volatile, Complex, Uncertain, and Ambiguous) business environment.

Some of the most important topics or projects covered in this course:

- 1) Leadership Development of Organizational Purpose.
- 2) Strategy Formulation and Evaluation.
- 3) Analytical Decision Making.
- 4) Strategic Financial Responsibility.
- 5) Analytical Research Methodologies.
- 6) Risk & Opportunity Management.

Course Requirements

- **Prerequisites** - Consent of Instructor Required for Enrollment
- **Required Materials and Texts** - Course materials may be available from the CI Bookstore: <http://www.csuci.bkstr.com>

Books are also available thru Amazon at the links provided below the descriptions:

Strategy as Leadership: Facing Adaptive Challenges in Organizations, 2022, Stanford University Press, Stanford, CA. – ISBN9781503629134

https://www.amazon.com/Strategy-Leadership-Adaptive-Challenges-Organizations/dp/1503629139/ref=sr_1_1?crid=3CJENC651CRF9&keywords=strategy+as+leadership&qid=1687880535&prefix=strategy+as+leadership%2Caps%2C155&sr=8-1

HBR's 10 Must Reads, (P. Drucker, et al), 2011, Harvard Business Review Press, Boston, MA.
On Leadership – ISBN: 978-1-4221-5797-8

https://www.amazon.com/Leadership-featured-Effective-Executive-Drucker/dp/1422157970/ref=sr_1_1?crid=12XTBG1HNMG1&keywords=on+leadership&qid=1687832240&prefix=on+leadership%2Caps%2C154&sr=8-1

HBR's 10 Must Reads, (P. Drucker, et al), 2011, Harvard Business Review Press, Boston, MA.
On Strategy – ISBN: 978-1-4221-5798-5

https://www.amazon.com/HBRs-10-Must-Reads-Strategy/dp/1422157989/ref=sr_1_1?crid=395CH7AMBF701&keywords=on+strategy&qid=1687832379&prefix=on+strategy%2Caps%2C147&sr=8-1

Everybody Matters: The Extraordinary Power of Caring for your People Like Family, 2015, Penguin Random House Publishing, New York., NY., ISBN 978-1-59184-779-3

https://www.amazon.com/Everybody-Matters-audiobook/dp/B01HIPN1WI/ref=sr_1_1?crd=RC6DZ6PQDCQM&keywords=everybody+matters&qid=1687832640&prefix=everbody+matters%2Caps%2C153&sr=8-1

Asynchronous Discussions

You are required to participate in a graded discussion thread each week. You will find these in the Canvas course module and they require you to provide (1) one initial discussion no later than Wednesday COB. You are required to provide an additional (2) two discussions threads to your peers comments for a total of three (3) graded discussions each week.

Grading Criteria:

Your grade will be based on the criteria below:

- **Frequency:** You must post (3) times on (3) separate days in the TDA to get full credit.
- **Timeliness of post:** Initial post must be completed by Wed. of the week and response to others are posted by the end of that week.
- **Quality of post:** Appropriate comments, thoughtful, reflective, and respectful of others' postings. You are allowed to disagree with each other but not argue.
- **Relevance of discussion post and response to other posts:** Initial post and response to others are related to the discussion content and must help move the conversation forward in a positive direction.

Course Grading Criteria

Total Percentage	Letter Grade
95 – 100	A
90 – 94	A-
87 – 89	B+
83 – 86	B
80 – 82	B-
77 – 79	C+
73 – 76	C
70 – 72	C-
60 – 69	D

All of your course requirements are graded using points. At the end of the course, the points are converted to a letter grade using the scale in the table below.

Final grades are based on the percentage equivalent in the chart below and are not rounded to the next higher letter grade.

Grades will be translated into a 1000 point scale:

Letter Grade	Points	Percentage
A	900–1,000	90% to 100%
B	800–899	80% to 89.9%
C	700–799	70% to 79.9%
D	600–699	60% to 69.9%
F	599 and below	Below 60%

Points will be assigned based on the following general criteria:

- Reading assigned online lectures and other materials.
- Depth and quality of thinking and reflecting evidenced in class discussions and written work submitted.
- Timely submission of all assignments.
- Cooperative and collaborative effort.
- Professional and respectful behavior and attitude.

Schedule of Assignment

Below are tentative due dates for major assignments/exams (*please consider the academic calendar for campus holidays when planning your schedule, <https://www.csuci.edu/calendars/index.htm>*):

Late work is accepted with a 10% late grading deduction. All course word documents submitted will adhere to APA 7.0 format standards. All written assignments will be evaluated using the required format guidelines for Cover Sheets, consistent text font style, and size, use of Figure label ID's for all images, figures and graphics, Headings and Reference Page Citation indents and Internet Citations. All PPT documents submitted require a Cover Sheet but no reference page.

Exams and Assignments	Description	Due Date
Team Contract	Team will construct a Team Contract for all team members establishing the teams "Norms", rules and operating guidelines for all team work constructed in the course.	End of Week 1
SWOT Analysis	Team will construct a Strengths, Weaknesses, Opportunities and Threats analysis based on the course scenario. Information will require additional research	End of Week 2

	and publication of a SWOT diagram.	
Vision & Mission Statement	Team will construct a Vision and Mission statement specific to Dolphin Explorer based on the information available in the scenario explanation and internet research conducted.	End of Week 3
Porters Five Forces	Team will construct a Porter's Five Forces diagram for the course scenario and then use strategy development templates to construct a Business Level, Corporate Level and Functional level series of strategies.	End of Week 4
Objective and Key Results & Key Performance Indicators Development Assignment	Team will construct a series of Objective and Key Results leading into construction of a series of Key Performance Measurements for the course scenario.	End of Week 5
PEST/PESTLE Environmental Analysis	Team will construct a Political, Economic, Socio-cultural and Technical analysis including legal and Environmental factors analysis.	End of Week 6
Balanced Business Scorecard	Team will construct a balanced scorecard with performance measurement objectives for learning, growth, business processes, customers and finance.	End of Week 7
SMART Goals	Team will construct a series of goals that are Specific, Measurable, Achievable, Relevant and Time Bound.,	End of Week 8
Micro Planning	Team will create a Micro-Plan for implementing an on-moon mining objective for re-supply logistics.	End of Week 9
Strategic Decision Making	Team will make a strategic decision on exploration of the Taurus mountains, Mare Serenities or Mare Tranquilities locations.	End of Week 10
Ideation Structured Brainstorming	Team will use structured brainstorming techniques to	End of Week 11

	come up with new ideas to create “light” on the moon.	
CANVAS Business Model and Investor Video Pitch assignment	Team will construct a model to represent the target audience, market offering, essence and unique strategic position and the Team will create a recorded PPT video pitch for an expansion strategy partner for the course scenario.	End of Week 12
Leadership Program	Team will construct a People Centric Leadership program for the Dolphin Explorer Project.	End of Week 13
Rewards & Recognition Program	Team will construct a Reward and Recognition program for the Dolphin Explorer Project.	End of Week 14
Team Final Presentation	Team will construct a PTT presentation based on a Dolphin Explore slide deck which they will present live on campus to the instructor.	December 12 th 2023
Individual Peer Review	Each Team member will construct a confidential qualitative and quantitative Leadership evaluation of the performance of their team members to be used for performance reviews.	End of Week 16
Team Final Report	Team will construct a customer out brief report based on a Dolphin Explorer template of specific course objectives.	End of Week 16
Team Leadership Report	Each Team member will assume the role of team leader and rotate the position so that all of the team members lead the team activities at least twice during the course. At the end of the week they will create a Team Leadership report which will lay out the strategy for the next week’s assignment and performance review of the team members.	TBD based on team members self-assessments.

Attendance and Participation Policy

Attendance is required in person on Wednesday nights from 6:30 PM to 9:30 PM. During these sessions, you will be broken into your course leadership teams and will be required to participate in break-out groups for specific exercises. For other activities, you may be working in your course teams. Each Wednesday night session is graded and you will receive credit for attending. If you miss more than 2 sessions, your grades will be adjusted downward significantly. If you miss 5 or more sessions, you will not be able to complete and pass the course.

Each week, your team will be required to conduct and record a virtual ZOOM session Team Planning Meeting. These will be determined by the team and the instructor will not attend them but will review the recording after it is uploaded. Team can have as many meetings as they want based on the team member's needs.

Class Recording Policy

Students may not record (audio or video) in this class except in accordance with approved ADA accommodations. Any recordings made in connection with a disability accommodation are for the student's personal academic use only and may not be distributed in any manner to any other individual. CFA additional note to faculty: You may feel otherwise and take a different position. In certain course assignment you will be required to conduct recorded video presentations and customer out-briefs.

Resources for Students of All Abilities

If you are a student with a disability requesting reasonable accommodations in this course, please visit Disability Accommodations and Support Services (DASS) located on the second floor of Arroyo Hall or call 805-437-3331. All requests for reasonable accommodations require registration with DASS in advance of needed services. You can apply for DASS services. Faculty, students, and DASS will work together regarding classroom accommodations. You are encouraged to discuss approved accommodations with your faculty.

Campus Public Health Requirements

County Department of Public Health to promote safety during the COVID-19 pandemic for CSUCI students, employees, and visitors on the campus, to help prevent and protect themselves and others from the spread of the virus. Students are required to adhere to all health and safety requirements outlined on the University's website regarding COVID-19, including wearing masks properly during each class session. Failure to do so may result in removal from the classroom and, in keeping with CSU policy, the student may also be denied access to campus/programs.

Civil Discourse

It is

recommended that you include information on your syllabus as to appropriate communication in your course (i.e., cell phones/laptops, email policy, participation requirements, etc.). Please review Ch. 7 and 9 in the Recognize & Refer Handbook for more information and ideas on how to respond to disruptive behavior. *You may wish to include the following statement:* “All students, staff, and faculty on our campus are expected to join in making our campus a safe space for communication and civil discourse.

If you are experiencing discomfort related to the language you are hearing or seeing on campus (in or out of classes), please talk with a trusted faculty or staff member. Similarly, please consider whether the language that you are using (in person or on Canvas) respects the rights of others to “engage in informed discourse and express a diversity of opinions freely and in a civil manner” (language from Academic Senate Resolution SR 16-01, Commitment to Equity, Inclusion, and Civil Discourse within our Diverse Campus Community).

In addition, students whose conduct adversely affects the learning environment in this classroom may be subject to disciplinary action. Students that disrupt this course may receive a verbal and written warning from the instructor, they may be excused from the class for the day, they may be excused from the class for up to one class period, and/or they may be referred to the Dean of Students office for further review and possible disciplinary action.”

Academic Dishonesty

By enrolling at CSU Channel Islands, students are responsible for upholding the University’s policies and the Student Conduct Code. Academic integrity and scholarship are values of the institution that ensure respect for the academic reputation of the University, students, faculty, and staff.

Cheating, plagiarism, unauthorized collaboration with another student, knowingly furnishing false information to the University, buying, selling, or stealing any material for an examination, or substituting for another person may be considered violations of the Student Conduct Code. If a student is found responsible for committing an act of academic dishonesty in this course, the student may receive academic penalties including a failing grade on an assignment or in the course, and a disciplinary referral will be made and submitted to the Dean of Students office. For additional information, please refer to [CSUCI's Academic Dishonesty Policy](#).

All written assignments will be screened using via Turnitin or some other similarity detection services that compare the work against a large database of past work. The use of ChatGPT or other AI generated tools is acceptable only for research content, not for construction of final assignment submissions. For any additional required clarity please contact me to discuss.

ACADEMIC DISHONESTY

The maintenance of academic integrity and quality education is the responsibility of each student within this university and the California State University system. Cheating or plagiarism in connection with an academic program at a campus is listed in Section 41301, Title V, California Code of Regulations, as an offense for which a student may be expelled, suspended,

or given a less severe disciplinary sanction. Academic dishonesty is an especially serious offense and diminishes the quality of scholarship and defrauds those who depend upon the integrity of the campus programs. Such dishonesty includes:

A. CHEATING

Intentionally using or attempting to use unauthorized materials, information, or study aids in any academic exercise.

Comments:

1. Faculty members are encouraged to state in advance their policies and procedures concerning examinations and other academic exercises as well as the use before examinations of shared study aids, examination files, and other related materials and forms of assistance.
2. Students completing any examination should assume that external assistance (e.g., books, notes, calculators, conversation with others) is prohibited unless specifically authorized by the instructor.
3. Students must not allow others to conduct research or prepare any work for them without advance authorization from the instructor. This comment includes, but is not limited to, the services of commercial term paper companies.
4. Substantial portions of the same academic work may not be submitted for credit in more than one course without authorization.

B. FABRICATION

Intentional falsification or invention of any information or citation in an academic exercise.

Comments:

1. "Invented" information may not be used in any laboratory experiment or other academic exercise without notice to and authorization from the instructor. It would be improper, for example, to analyze one sample in an experiment and covertly "invent" data based on that single experiment for several more required analyses.
2. One should acknowledge reliance upon the actual source from which cited information was obtained. For example, a writer should not reproduce a quotation from a book review and indicate that the quotation was obtained from the book itself.
3. Students who attempt to alter and resubmit returned academic work with intent to defraud the faculty member will be in violation of this section. For example, a student may not change an answer on a returned exam and then claim that they deserve additional credit.

C. FACILITATING ACADEMIC DISHONESTY

Intentionally or knowingly helping or attempting to help another to commit an act of academic dishonesty.

Comments:

1. For example, one who knowingly allowed another to copy from his or her paper during an examination would be in violation of this section.

D. PLAGIARISM

Intentionally or knowingly representing the words, ideas, or work of another as one's own in any academic exercise.

Comments:

1. **Direct Quotation:** Every direct quotation must be identified by quotation marks, or by appropriate indentation or by other means of identification, and must be promptly cited in

a footnote. Proper footnote style for any academic department is outlined by the APA Style Manual. This publication is available in the CSUCI Bookstore and is at the reference desk of the Library.

2. **Paraphrase:** Prompt acknowledgment is required when material from another source is paraphrased or summarized in whole or in part in your own words. To acknowledge a paraphrase properly, one might state: "to paraphrase Locke's comment . . ." and conclude with a footnote identifying the exact reference. A footnote acknowledging only a directly quoted statement does not suffice to notify the reader of any preceding or succeeding paraphrased material.

3. **Borrowed Facts or Information:** Information obtained in one's reading or research which is not common knowledge among students in the course must be acknowledged. Examples of common knowledge might include the names of leaders of prominent nations, basic scientific laws, etc.

Materials which contribute only to one's general understanding of the subject may be acknowledged in the bibliography and need not be immediately footnoted. One footnote is usually sufficient to acknowledge indebtedness when a number of connected sentences in the paper draw their special information from one source. When direct quotations are used, however, quotation marks must be inserted and prompt acknowledgment is required.

Additional Student Resources

- ***Emergency Intervention and Basic Needs***

If you or someone you know is experiencing unforeseen or catastrophic financial issues, skipping meals, or experiencing homelessness/housing insecurity (e.g. sleeping in a car, couch surfing, staying with friends), please know that you are not alone. There are resources on campus that may assist you during this time. The Dolphin Pantry is currently located in Arroyo Hall and offers free food, toiletries, and basic necessities for current CI students. For additional assistance, please contact the Dean of Students office at (805) 437-8512 or visit Bell Tower 2565. Please visit the website for the most up-to-date information on the Basic Needs Program at CI: <https://www.csuci.edu/basicneeds/>.

- **Counseling and Psychological Services (CAPS)**

CAPS is pleased to provide a wide range of services to assist students in achieving their academic and personal goals. Services include confidential short-term counseling, crisis intervention, psychiatric consultation, and 24/7 phone and text support. CAPS is located in Bell Tower East, 1867, and can be reached at 805-437-2088 (select option 2 on voicemail for 24/7 crisis support; or text "Hello" to 741741); you can also email us at caps@csuci.edu or visit our website at <https://www.csuci.edu/caps>.

- **Writing & Multiliteracy Center**

The Writing and Multiliteracy Center (WMC) provides all CI students with FREE online support services and programs that help them become more effective writers and communicators.

WMC peer consultants help students at any stage of the composition process in any discipline for writing or speaking (such as online slideshow presentations). Students are also welcome to bring in other types of non-academic or creative work. WMC professional consultants are CI faculty who can help students working on graduate-level writing or personal and research statements required for graduate school applications. WMC tutors can also help those who want to talk about or wish to learn new skills in speaking in academic or online contexts.

Students can drop in for a 30 min tutorial session or ask for one-hour sessions for longer projects. Make an appointment by visiting <http://www.csuci.edu/wmc>.

- **Title IX and Inclusion**

Title IX & Inclusion manages the University's equal opportunity compliance, including the areas of affirmative action and Title IX. Title IX & Inclusion also oversees the campus' response to the University's nondiscrimination policies. CSU Channel Islands prohibits discrimination and harassment of any kind on the basis of a protected status (i.e., age, disability, gender, genetic information, gender identity, gender expression, marital status, medical condition, nationality, race or ethnicity, religion or religious creed, sexual orientation, and Veteran or Military Status). This prohibition on harassment includes sexual harassment, as well as sexual misconduct, dating and domestic violence, and stalking. For more information regarding CSU Channel Islands' commitment to diversity and inclusion or to report a potential violation, please contact Title IX & Inclusion at 805.437.2077 or visit <https://www.csuci.edu/titleix/>.

- **Preferred Pronouns**

Students have the option to update their chosen/preferred name, pronouns, and gender identity through their myCI portal, within CI Records. Additionally, students may request to change their email address to match their chosen name. Click the menu items below for more details. Visit the [Registrar's Gender Identity and Pronouns](#) page for instructions.

- **Campus Tutoring Services**

You are encouraged to make early and regular use of campus tutors and/or peer-led study groups. For campus tutoring locations, subjects and hours, go to: <http://go.csuci.edu/tutoring>.

- **Digitally Accessible Course Materials--ALLY**

CSUCI is committed to providing you with the best learning experience possible. With this goal, we have activated ALLY in your Canvas courses. ALLY is a product that focuses on making digital course content more accessible to all students.

You will now be able to download most course files in the format that fits best with your learning needs; PDF, HTML, .EPUB and Audio files are now available for most content items. To learn more about formats available as well as what each format offers visit Ally Support. Should you have any questions or experience issues while using ALLY, please contact [ITS Solution Center](#) at (805) 437-8552.

****THIS SYLLABUS IS SUBJECT TO CHANGE. I WILL DO MY BEST TO NOTIFY YOU IN ADVANCE.****