Instructor: Professor E. Welch
Office: 387B – Business Leadership Building
Phone: 940-565-2056, Office
E-mail: Erin.Welch@unt.edu **BEST WAY TO REACH ME**

-We will NOT use Messaging on Blackboard. You MUST email me directly at the UNT email above. I will contact you via your Eagle Connect/myUNT address.

-Be sure to include MGMT 4210 in the Subject Line.

-NOTE: I check email on a regular basis Mon-Fri, and I typically respond within 12 hours or less. However, there may be times where it could take me up to 24 hours to respond especially on weekends. I will inform you if I will be unable to respond due to travel, illness, etc.

Conference hours: Online, as needed. In person (Denton Campus) by appointment.

Course Overview
The increasing scope of commercial activity that is conducted electronically affects all businesses, often in radical ways. The electronic commercial activity influences the nature of competition, the structure of the supply chain, the types of opportunities and threats facing firms, and the effectiveness of a firm’s strengths and capabilities. Further, the changes arrive on the information superhighway, leaving little time for firms to adjust and prepare, rapidly changing the face of competitive arenas. This course has three main objectives:

1. To highlight emerging issues associated with managing the traditional business given the increase in electronic commerce activity.
2. To explore which, when, and how online business activity can support a business and lead to competitive advantage.
3. To re-view traditional management issues such as strategy, supply chain management, organizational functions, or leadership in the light of digital economy.

Syllabus Outline

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A special note for Maymester semester: Maymester is an intensive, 3 week semester. This means that the content of a regular semester (15-16 weeks) is delivered in three weeks. Effectively, you should assume that each day (M - F) in Maymester is equivalent to 1 week of regular semester. Accordingly, you should plan on spending 5-6 hours a day on course material during Maymester (based on calculation of 3 hours in class + 2-3 hours preparation/homework). Students who have other obligations that prevent them from this type of commitment should NOT take this course during Maymester.

* Instructor reserves the right to make changes to the syllabus, as needed.
Course Material


Students should **have the book on the first day of class**, to be able and stay on track with assignments and exams. Students who have difficulties obtaining a hard copy of the book on the first day, should opt for an electronic version (check with the publisher) which is typically available instantly. The above is the ONLY edition of the book we will go by. **A MODULE PAGE** has been set up online for each learning unit (Module). In that folder additional content (such as videos, PowerPoint slides, readings, and other resources) is provided. The additional content is an integral part of the course. Make sure to review this link daily.

**COMMUNICATION**

The two primary communication functionalities in this course are Announcements and E-Mail.

1. **Announcements**: This is the primary means by which I communicate important information to the entire class. The Announcement tool in Blackboard does not always alert you to the existence of new announcements with a callout icon. You must **actively click on the Announcement button** in the course to check if there are new announcements. Make a habit of checking this link as many times a day as you can, but not less than every 48 hours. Read all messages from me promptly, as they may include important information regarding assignments or course and e-mail me with any questions or concerns.

2. **E-mail**: We will NOT be using Messaging on Blackboard. Please contact me at **Erin.Welch@unt.edu** I will email you via your Eagle Connect/myUNT address. For information about EagleConnect, including how to activate an account and how to have EagleConnect forwarded to another e-mail address, visit: [https://eagleconnect.unt.edu/](https://eagleconnect.unt.edu/) Students may not send broadcast e-mail messages (Cc: All Students) to the class without my permission.

**ADA Compliance**

The College of Business 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 ADA and would like to request accommodation, you must obtain an accommodation letter from UNT Office of Disability Accommodation (ODA). Any student that has obtained an accommodation should notify me AND ensure that I receive the ODA letter within the first week of the semester. If you have a letter of accommodation, **DO NOT hang on to it but turn it to me immediately, and no later than 3 working days prior to the time the accommodation needs to be arranged.**

**Academic Integrity**

Academic integrity policies are designed to protect the honest student from unfair competition with unscrupulous individuals who might attempt to gain an advantage through cheating. 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, your case will be referred to the appropriate authority for review. Scholastic dishonesty includes, but is not limited to, a) use of unauthorized assistance in taking tests, exams, or any assignment not designated as a group project; b) acquisition, without permission, of tests or academic material belonging to faculty or university staff; c) plagiarism, including copying from any published / non published work without proper citation (including material published online).

For detailed information about UNT policy please see the UNT Standards of Academic Integrity available at [http://policy.unt.edu/sites/default/files/untpolicy/pdf/7-Student_Affairs-Academic_Integrity.pdf](http://policy.unt.edu/sites/default/files/untpolicy/pdf/7-Student_Affairs-Academic_Integrity.pdf)


**Policies, Course Procedures, and Method of Instruction**

**Online delivery**
This course will be taught using distance-delivery methods. Although the method provides freedom and flexibility for students, it is different from a “correspondence course.” Specifically, this course is **not** self-paced but has a set schedule of weekly assignments and deadlines that must be met. In addition, it has a standardized process that must be followed and it has scheduled times and defined availability windows for taking exams.

It is very important that students are familiar with Blackboard Learn (BbL), as assignments are only done on this platform. If you are not familiar with BbL, please review the document titled **Tutor Yourself BbL** has been posted under the General Information folder on the course home page; please review it and take the tutorials as recommended. All course assignments and correspondence can only be done **through BbLearn.**

**Times & dates**
All times noted in this syllabus are **U.S. Central times**. If you are outside this time zone, make sure to adjust the times and deadlines you go by, to reflect adherence with the syllabus schedule.

**Missed tests / assignments**
Assignments / exams are due on/by (and only on/by) the scheduled dates. In fairness to students who do meet deadlines, there will be no deviation from the schedule. Legitimate, verifiable, and documented excuses such are family or medical emergencies, natural disasters, or UNT computer problems that affect ALL students may grant accommodation but will be dealt with on a case-by-case basis. **Work related issues, traffic, travel, travel related delays, or personal problems, including problems or malfunctions of personal computers DO NOT constitute grounds for accommodation.**

Students who believe they deserve special consideration for a particular event should contact the instructor **prior** to the scheduled assignment if possible.

**Sundown Rule**
During Maymester, students have **two business (work) days** from the time grades are posted to inquire about a grade. The purpose is to resolve any question as soon as grades are posted rather than wait till the end of the semester. Make sure you check your grades on Blackboard frequently and contact me immediately with any questions.

Note that exams / quizzes are not returned. Students wishing to review a quiz or exam should make an appointment with the instructor. Appointments are held during regular work days and time only, and typically require at least a 24 hour notice. Exams/quizzes will not be reviewed on the day of an exam or on the preceding business day.

**Extra Credit**
While extra credit or bonus opportunities are not offered per se, there are two aspects of the course which allow students to up their grade through multiple submissions:

- **Observation postings:** This option offers students to submit 3 extra postings then have the lowest three dropped.
- **Optional final exam:** This option effectively means that students can take an extra exam, and have the lowest of 4 exam grades dropped.

Students who count on a grade in this class that they need to graduate or students who want to maximize their grade should utilize the above two opportunities. **NOTE:** For 5 points **Extra Credit**, please complete the Student Info Survey by the DUE date (see course schedule).

**Technical help**
If you have difficulty accessing the course, please contact the Blackboard Support staff at (940) 565-2324; in person: Sage 130, [http://www.unt.edu/helpdesk/](http://www.unt.edu/helpdesk/). Direct Broadband (NOT Wireless) connections are highly recommended. Please do not contact me with technical questions as I cannot
provide help with those. The Help Desk Advisors can often walk you through a problem and solve it on the phone. If the technical issues have to do with a quiz or exam, you MUST forward me the ticket number and report from the help desk. Technical difficulties will be resolved as they appear. The techs can determine exactly what has taken place and will advise me of the outcome. I will make a determination to allow you to continue or not based on that advice, University policy, applicable law, and my experience.

Be sure to use **Mozilla Firefox or Google Chrome** as your Internet Browser. Also, be sure to check your browser before starting an exam!

To access Blackboard, you must use your UNT EUID and Password. It is the student’s responsibility to maintain a current EUID and password. You may reset your password at [https://ams.unt.edu/acctreq.php](https://ams.unt.edu/acctreq.php)

**Students who are F-1 Visa Holders**

Students who are F-1 Visa holders should check the note under the appropriate link on the home page (General Information folder). Make sure to contact the International Student office with questions as this issue may have important immigration implications.

**Student Information Surveys- Items for Completion**

Students are requested to provide certain information. The links is provided on the course website, under the button “Items for Completion.” **Please complete the short survey by noon, Wednesday, May 20th (Extra CR – 5 points)**

**Plagiarism and TurnItIn Policies**

Course assignments / discussions / projects / exam questions will be checked electronically at [www.TurnItIn.com](http://www.TurnItIn.com) for similarities to already published work appearing in an extensive database, to prevent plagiarism and to ensure independent and original work of students. The instructor reserves the right to decide which assignments will be checked, and will usually apply a randomized process. Plagiarism will not be tolerated; an assignment deemed plagiarized will incur a grade of zero. Repeat plagiarism will incur a deduction of letter grade or an F in the course, and will be referred to the Dean of Students for handling as breach of UNT Academic Integrity policy.

**Final Tips**

- **Manage time to meet deadlines.**
  All exams and assignments are available for a window of time, and must be taken during that window. Although students may start an assignment / test any time during the given window, **I strongly discourage you** from waiting till the end of the availability period to access/submit an assignment or test. If this happens and you encounter technical difficulties, you will not have time to contact the help desk and will effectively miss the exam / assignment. There will be no provisions for students who ran into difficulties given such circumstances.

- **Ask if you don’t understand**
  As your instructor, I am here to help and facilitate your learning. If you are unsure about something – procedural or content related, please do not hesitate to send me an email with your question.

- **Remember the Key Success Factors in the course**
  *Know the rules. Be familiar with the requirements, policies, grade components, deadlines, and procedures.
  *Read the syllabus thoroughly and ask if something is not clear. Stay on top of the material. Don’t wait till the last moment to submit an assignment/test (computers have a way of punishing you for that...)
  *Enjoy the course and the material. The content is highly applied and useful in many contexts. Maintain a positive attitude so you benefit the most from the course.
Performance Evaluation

Exam 1 (Modules 1-4)  264  
Exam 2 (Modules 5-8)  264  
Exam 3 (Modules 9-11)  264  
Observation Postings (8@ 26 points)  208  
Optional final (comprehensive)  264 or 0  

Total:1000 points

*Extra Credit – See Note on Page 3 of the Syllabus

All grades will be weighted on a straight scale out of 1000, as follows: 900.00-1000.00 points - A (extraordinary, superb, excellent); 800.00-899.99 points – B (impressive, good, fine/satisfactory); 700.00-799.99 points - C (fair, marginally satisfactory, marginally acceptable); 600.00-699.99 points - D (passing); below 600 points - F (failure).

NOTES: 1) Final Course Grades are based off of total points earned. I do NOT round-up. 2) As the Instructor, I reserve the right to curve exam grades if it is deemed appropriate after analysis of the frequency of questions missed, and 3) Please do not come to me the last week of class and ask what you can do for extra credit. Put the extra effort towards the assigned items. 4) Late assignments will not be accepted.

Exams

Three exams are given that cover all the material and are not cumulative, plus a final exam that is comprehensive. Exams are mandatory: not taking an exam grants 0 points for the exam.

Exam availability times (Students may access the exam anytime during the availability period and from the access time have the allotted time):

- Exam 1: Friday, May 22, 12:00 noon – Saturday, May 23, 12:00 noon
- Exam 2: Friday, May 29, 12:00 noon – Saturday, May 30, 12:00 noon
- Exam 3: Tuesday, June 2, 12:00 noon – Wednesday, June 3, 12:00 noon
- Optional final: Wednesday, June 3, 1 pm – Thursday June 4, 1:00 pm

All exams are closed books/notes. While it is not possible for me to proctor this aspect of the exam, be aware that searching in books/notes is time consuming, and the allotted time is not based on this factor. That is, if you do not adhere to the closed books guideline, you will run out of time.

The final. A final exam, which is comprehensive (covers Modules 1-11) is offered. This exam can substitute for any of the first three exams under either of following circumstances:

1. A student has taken all 3 exams but wants to improve his/her grade. In such instances, the grade on the optional final will replace the grade for the lowest of the first three exams if the optional exam grade is higher. This means that taking the optional final cannot hurt your grade (if it is lower than the other scores, it changes nothing in your overall points).
2. A student had a legitimate, documented, and verifiable excuse for not taking any of the first three exams, in which case the final exam will substitute the missed exam.

Based on the above, you can see that the Final is effectively optional; if you do not take it (get 0 on it), grades from the first exams count. Therefore, a student who is satisfied with his/her grades in the first exams does not have to take the final.

A word of caution: When taking online, un-proctored exams, it is very tempting to “peek” in the book/notes. Students typically assume that the book is there as a “safety net” and that
they could always revert to the book in case they are not sure of an answer. This attitude often has a negative effect on performance, for two reasons:

1) **Insufficient preparation.** The assumption that the book is there as a safety net can lead to insufficient preparation in the belief that one does not need to study as hard as one would for a closed book in-class exam, resulting in lower performance overall.

2) **Running out of time.** Students who end up referring to the book run out of time. Searching in the book/notes is time consuming. In this course, the time allotted per question is ~1 minute, which is consistent with research on the amount of time students use for similar questions in this course, **without** searching in the book. Students who seek answers in the book spend \( \times2/\times3 \) the time per questions, thus run out of time.

*****Make sure to read the Appendix on Page 8 of this syllabus for VERY IMPORTANT information and tips for exam taking.*****

**Observation Postings (OP)** (8 @ 26 points each)

An OP is an answer to a question/question set about a key issue in a chapter by going back and focusing on a topic and preparing a short answer to a question. Answers are submitted as postings to the relevant chapter thread (see Discussion Board tool). The best way to use this assignment for learning is to **read a chapter then immediately go to the Discussion Board and post an answer, while material still fresh in your mind.** OPs are designed to balance off exam grades, providing a different performance evaluation opportunity for students.

**OP grading:** OP are graded as follows:
- 26 points – A (Acceptable)
- 16 points – MA (Marginally acceptable)*
- 0 points - NP (Not passing / not submitted)

*No more than 3 MA will be granted. The 4th MA automatically becomes an NP (0 points).

Please note:
1. OPs can ONLY be submitted during the week in which the Module is taught. (For example, OPs for Chapters 1, 2, 3, 4 can only be submitted during week 1, etc.)
2. OPs are short (not more than 150 words). They should be based on the chapter and should demonstrate that the poster read and understood the concept.
3. Eight OPs are needed and will count toward the grade. Students can submit all 11 OPs and have the lowest three dropped. Alternatively, students can opt to not submit any three. If you go that route, I suggest dropping one from each week rather than dropping several each week.
4. All OPs should be original and demonstrate independence of thought. Prepare the OPs without reading the answers posted by other students. Excessive similarity to answers posted earlier will result in a grade of NP (0 points).
<table>
<thead>
<tr>
<th>Week</th>
<th>Exam Access Availability period/OP deadlines/Extra CR</th>
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<td>1</td>
<td></td>
<td><strong>Module 1: Introduction</strong>&lt;br&gt;Read: Text, Ch. 1</td>
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<td><strong>Module 2: Business Models</strong>&lt;br&gt;Read: Text, Ch. 2</td>
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<td><strong>Module 3: Internet infrastructure</strong>&lt;br&gt;Read: Text, Ch. 3</td>
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<td><strong>Module 4: Building an eCommerce site</strong>&lt;br&gt;Read: Text, Ch. 4</td>
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<td><strong>Wed., 5/20 DUE by NOON</strong></td>
<td>Extra Credit (5 points) – Student Info Survey</td>
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<td></td>
<td><strong>Fri., 5/22 12:00 noon – Sat., 5/23 12:00 noon</strong></td>
<td>Exam 1 - Modules 1 – 4, Text CH 1-4</td>
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<td></td>
<td><strong>Sat. 5/23 12:00 noon</strong></td>
<td>Observation Postings Chapters 1, 2, 3, 4</td>
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<td>2</td>
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<td><strong>Module 5: Security &amp; payment systems</strong>&lt;br&gt;Read: Text, Ch. 5</td>
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<td><strong>Module 6: Ethical and Public policy issues</strong>&lt;br&gt;Read: Text, Ch. 7!!!</td>
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<td><strong>Module 7: Marketing concepts</strong>&lt;br&gt;Read: Text, Ch. 6!!!</td>
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<td><strong>Module 8: Online retailing</strong>&lt;br&gt;Read: Text, Ch. 8</td>
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<td></td>
<td><strong>Fri., 5/29 12:00 noon – Sat., 5/30 12:00 noon</strong></td>
<td>Exam 2 - Modules 5-8, Text CH 5, 7, 6, and 8</td>
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<td></td>
<td><strong>Sat. 5/30 12:00 noon</strong></td>
<td>Observation Postings Chapters 5, 7, 6, 8</td>
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<td><strong>Module 9: online content</strong>&lt;br&gt;Read: Text, Ch. 9</td>
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<td><strong>Module 10: Social networks, auctions, portals</strong>&lt;br&gt;Read: Text, Ch. 10</td>
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<td><strong>Module 11: B2B</strong>&lt;br&gt;Read: Text, Ch. 11</td>
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<td><strong>Tues. 6/2 12:00 noon – Wed., 6/3 12:00 noon</strong></td>
<td>Exam 3 - Modules 9-11, Text CH 9, 10, 11</td>
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<td></td>
<td><strong>Wed. 6/3 12:00 noon</strong></td>
<td>Observation Postings Chapters 9, 10, 11</td>
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<tr>
<td></td>
<td><strong>Wed., 6/3, 1:00 pm – Thurs., 6/4, 1:00 pm</strong></td>
<td>Optional final-Modules 1–11, and corresponding chapters</td>
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*Tentative. Instructor reserves the right to make changes if needed.
Appendix I – Important Information and Tips for Tests Online
Tests = exams and /or quizzes

1. Tests are available online, and you can access them from any desktop or laptop. It is not recommended to take tests from mobile devices such as iPads or tablets due to connectivity issues students have experienced in the past.

2. You must arrange to be available during the scheduled times. There are no make-ups and if you miss a test for whatever reason, you get zero points. It is your responsibility to make sure you know how to use the online delivery platform and that your computer has all appropriate plug-ins etc., to run the test.

3. Tests are available for a specific period of time, referred to as the availability period. Availability period means that you can start the test any time during the period. From the time you start, you have the allocated time.

4. It is strongly recommended NOT to wait till the last hours of the availability period to access a test. If you wait till the last hour of the availability period and encounter difficulties, you may miss the test, in which case you get zero for it. Note that when you wait till the last hours, you will have very little recourse to handle any technical or other issues that emerge (see the item Technical Help during an exam/quiz below.)

5. Time of test is measured by Blackboard system: starting time begins when you hit “start” and ending time is when you hit “Submit” and “Finish”.

6. Blackboard does not record any answer entered after the allocated time has passed. Be aware that Blackboard has a few seconds of processing time so if you wait to hit submit in the last seconds, you may not have your answer saved. Try to hit submit at least 15-20 seconds prior to the deadline.

7. Computer setup. Make sure that your computer is properly configured and set up with all the necessary software, browser configurations, etc. for taking exams. Specific guidelines are available through the UNT HelpDesk website (www.unt.edu/helpdesk/bblearn/). It is your responsibility to have adequate and adequately configured computer equipment and software to take this online course.

8. Technical help during an exam/quiz. If you encounter technical problems, contact the Help Desk immediately (940-565-2324). Make sure to have the phone number of the Help Desk handy and be mindful of their hours. The folks there often can walk you through a solution over the phone. After you call the Help Desk, leave me an e-mail message to let me know you had a problem and whether it got corrected. In your email, include a phone number where I can reach you in case I am online and can call right away.

9. The tests are designed as closed books/notes. Although there is no proctoring of this aspect of the test, since the tests are timed, if you rely on searching the material, you will NOT make it through all the questions.

10. Academic Integrity: Usage of cell phones, iPhones, cameras, or any electronic device is not allowed during a test. Talking to other students, soliciting or giving help is not allowed. Copying, photographing or disseminating the questions in any form is prohibited. The first item in each test is an Integrity Confirmation. Confirming the statements on this item is a condition for getting credit on the test. Being dishonest about any statement of this item is a violation of academic integrity and subject to automatic F in this course and appropriate measures granted by the University for violating academic integrity. Remember, the questions are randomized so you will not see the same questions in the same order as your classmates.
Appendix II – 3W1, MAYMESTER 2015 Important Dates

May 18, 2015 – First Class Day
May 18, 2015 – Last day for change of schedule other than a drop (last day to add a class)
May 20-28, 2015— Students may drop a course with written consent of the Instructor
**W’s will be assigned as I don’t assign WF’s. A “W” won’t impact your GPA. Please contact me at Erin.Welch@unt.edu by NOON, Thursday, May 28th, if you want to drop the course.**
May 25, 2015 – Memorial Day (Classes do not meet, University Closed)
June 3, 2015 – Last Class Day
June 4, 2015 – Finals