Department Of Management  
University Of North Texas  

**MGMT 4210 – E MANAGEMENT**  
Summer 2016 – 3W1

**Professor:** Dr. A. BarNir  
Office: 385 F Business Leadership Building  
Phone: 940-565-4334  
E-mail: anat.barnir@unt.edu **Best way to reach me **

I will contact you via your Eagle Connect/myUNT address.  

Make sure that the subject of your email includes “MGMT4210” (for example: MGMT4210 – exam question). Students’ email has priority, but due to the volume of emails I receive, if your email does not have MGMT4210 in the subject, it may go to Junk folder or may take longer to respond to.

I check email daily and usually respond within 24-48 hours. If you do not get a response from me within that time frame, please email again.

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

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 bookstore or publisher), which is typically available instantly.

A copy of the book is available on Reserve, at UNT library (Willis Library), and can be checked out for a 2-hour time block, per library policies. Checking out this book is done through the Library Services desk.

A MODULE folder has been set up online for each learning unit (Module). In that folder, additional content (videos, study notes, PowerPoint slides) is provided. This content is an integral part of the course (and will help with your learning).

STUDENT SURVEY AND PIN SELECTION
One of the first tasks is to click on the link to complete the required student survey. This is important for two reasons: First, you will select a PIN for yourself, which will facilitate communication with me over email (see bullet #4 under E-mail, in the Communication section below.) Second, if you complete the survey by Thursday, 5/19 7 pm you will get a 5 point extra credit (see Extra Credit, on Page 4.)

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

• **Announcements**: This is the primary means by which I communicate important information to the entire class. The Announcement tool in BbLearn 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.

• **E-mail**: This is the BEST way to contact me.
  • Please contact me at anat.barnir@unt.edu.
  • Make sure that “MGMT4210” is typed in the subject of the email.
  • Always **sign your email**, and always **with the name under which you are registered in the course**. If you a nickname, middle name, or any other name, you can add that, but make sure your registered name is included, so I know who the message is from.
  • You must type in your **personal identifier number** next to your signed name in all emails. (See Student Survey and PIN Selection section above.) I require this identifier when
communicating with you on any matter which I consider to be confidential or personal (for example, performance or grades). If you send an email about such matters and it does not have your personal identifier, you will get a reply from me asking for it, which means it will take longer to provide you with a substantive answer. Make a habit of including your personal identifier in all emails to expedite communication.

- **Address**: Professionalism and respect is expected in all interactions. My name is Dr. Barnir or Prof. Barnir and not “Ms./Mrs./Mr. Barnir,” “Sir/Ma’am,” “Hello,” “Hey,” “Yo,” etc. Please begin all emails with the proper address.

- **Emails from me to the class**: I will email you via your EagleConnect/myUNT address. If you do not check or use this account, make sure to log in and change the settings so that all messages from this account are forwarded to your preferred e-mail account. (Please test the settings to make sure the forwarding works.) For information about Eagle Connect, including how to activate an account and how to have EagleConnect forwarded to another email address, visit: [https://eagleconnect.unt.edu/](https://eagleconnect.unt.edu/).

- **Broadcast emails.** Please note that Broadcast emails (emails sent from a student on which the entire class or a large group of students is copied) are NOT allowed, without prior permission from me. If there is something you feel is pertinent for everyone to know, please contact me first.

**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 is needed.

**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 time**. If you are outside this time zone, make sure to adjust the times and deadlines you go by, to reflect adherence to the syllabus schedule.

**Missed tests**

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 as 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. If this is not possible, the student must contact the instructor as soon as possible after the missed assignment/exam.

**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 one business day 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 is one aspect of the course which allow students to up their grade through multiple submissions:

- Observation postings: This option offers students to submit 2 extra postings then have the highest 8 scores count toward the grade.

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 opportunity.

**NOTE:** A 5-point extra credit will be given to any student who completes the Student Information Survey by the Due date – Thursday 5/19, 7 pm. Link is available on course website.

**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.** If you encounter a technical problem, you may notify me, but 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 with you while on the phone, so make sure to contact them promptly.

If a technical issue emerges or has to do with an exam, you must forward me the ticket number which you received from the Help Desk. I will make a determination on how to deal with such issues on a case by case basis, based on Help Desk advice, UNT policy, and my experience.

Last minute issues associated with Observation Postings are typically not granted special consideration given the length of time that the assignment is available. Therefore, do not wait till the last hour of the availability period to submit this assignment.

**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 Surveys**

Students are requested to provide certain information and acknowledge course / college policies. A link is provided on the course home page. Please complete short survey by the due date. **To get 5 points extra credit, please complete the Survey by 7 pm Thursday, 5/19.**

**Plagiarism and TurnItIn Policies**

Course assignments / discussions / projects / exam questions will be checked electronically at 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.

**Tips for Success**

- **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, **students are MOST STRONGLY discouraged** from waiting till the last hours of the availability period to access/submit an OP/exam. If this happens and you encounter technical difficulties, you will not have time to contact the help desk and will effectively miss the exam / OP. 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.

**Questions??** – There is much information in the syllabus, and if you are not clear about something you should always ask. A special Discussion forum - *Meet the Prof* - is available during the first 4 days of the semester (5/16 – 5/19 7 pm), which is dedicated for posting questions and requests for clarifications on course procedures (Discussion Board tab). Post your questions and I will reply so you and the entire class get the information. Also, it is recommended to check this forum even if you do not have a question, to see what others have asked. Please do NOT post questions related to personal circumstances: those should be addressed to the professor via email rather than posted to the class forum.

**Performance Evaluation**

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<td>Exam 2 (Modules 5-8)</td>
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<tr>
<td>Exam 3 (Modules 9-11)</td>
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<tr>
<td>Observation Postings (8@ 26 points)</td>
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</tr>
<tr>
<td>Optional Final</td>
<td>0 or 264</td>
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<tr>
<td><strong>Total:</strong></td>
<td><strong>1000 points</strong></td>
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All grades will be weighted on a straight scale out of 1000, as follows: 900-1000 points - A (extraordinary, superb, excellent); 800-899 points – B (impressive, good, fine/satisfactory); 700-799 points - C (fair, marginally satisfactory, marginally acceptable); 600-699 points - D (passing); below 600 points - F (failure).

**Exams**

Three exams are given that cover all the material and are not cumulative, plus a final exam that is comprehensive. The first three exams are mandatory: not taking an exam grants 0 points. The final exam can be opted out if students are satisfied with their grades on the first three exams. If a student takes the final in addition to the first three exams, then the student has 4 grades, and the highest three will count. A student who had missed one of the mandatory exams for a reason considered “excused absence” may petition to take the final exam instead of the missed exam. The instructor will make a determination on a case by case basis, and if approved, the final will replace the missed 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 (24 hour availability): Thurs., May 19, 7 pm – Fri., May 20, 7 pm
- Exam 2 (24 hour availability): Wed., May 25, 7 pm – Thurs., May 26, 7 pm
- Exam 3 (24 hour availability): Tues., May 31, 7 pm – Wed., June 1, 7 pm
- Final (optional, comprehensive, **6 hour availability**): Thurs., June 2, 9 am – 3 pm

All exams are designed as and intended to be 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.**

**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, proctored, 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 more than the amount of time students use for similar questions in an in-class exam, **without** searching in the book. Students who seek answers in the book spend x2/x3 the time per question, thus run out of time.

*Make sure to read the Appendix on the last page of the syllabus for very important information and tip for exams*

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

An OP is an answer to a question 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 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. Answers to the OP question are found in the book, and students are welcome to supplement with experience or other sources. Students should seek the answer from the chapter, then paraphrase, edit, and prepare a comprehensive answer (do NOT copy paragraphs from the textbook or any source). All answers can be checked for originality using TurnItIn or other online resources.

**OP grading:** OP are graded as follows:

- 26 points – O (Outstanding, typically no more than 3% of the students)
- 19-25 points – G (good/acceptable)
- 16-18 points – MA (Marginally acceptable)*
- 0 points - NP (Not passing / not submitted)

*No more than 3 MA will be granted. Any MA after 3 automatically becomes an NP (0 points).*

**Note:**

1. OPs can be submitted during the period through the exam covering the Module.
   a) OPs for Modules 1, 2, 3, 4 can be submitted between 5/16 – 5/20 7 pm.
   b) OPs for Modules 5, 6, 7, 8 can be submitted between 5/20 7 pm – 5/26 7 pm.
   c) OPs for Modules 9, 10, 11 can be submitted between 5/26 7 pm – 6/1 7 pm.
   
   **Note:** Although it may technically be possible to post after the deadline, **no credit will be given to an OP posted outside the above timeframes.**

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. **Do NOT copy from the book.** You should paraphrase, edit, insert your evaluation, provide examples, etc.

3. Eight OPs are needed and will count toward the grade. Students can submit two extra OPs (a total of 10) and have the lowest two dropped. Alternatively, students can opt to submit only eight.

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).**

5. Late OPs will not be accepted. Because the OPs are available for several days, there will be
no recourse for students who wait until the last hour of the availability period to submit and run into technical or other issues. Those students will have to submit another OP.

**Course Schedule**

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<tr>
<th>Week</th>
<th>Exam Access Availability period / OP deadlines / Extra CR</th>
<th>Modules (Note that module number may not be the same as the chapter number)</th>
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| 1    |                                                          | **Module 1: Introduction**  
Read: Text, Ch. 1                                                     |
|      |                                                          | **Module 2: Business Models**  
Read: Text, Ch. 2                                                     |
|      |                                                          | **Module 3: Internet infrastructure**  
Read: Text, Ch. 3                                                     |
|      |                                                          | **Module 4: Building an eCommerce site**  
Read: Text, Ch. 4                                                     |
|      | **Thursday 5/19 by 7 pm**                                | Extra credit – Student Info Surveys                                |
|      | **Mon., 5/16 – Fri., 5/20 7 pm**                         | Observation Postings Chapters 1-4                                  |
|      | **Thur., 5/19 7 pm – Fri. 5/20 7 pm**                    | Exam 1 - Modules 1 – 4                                             |
| 2    |                                                          | **Module 5: Security & payment systems**  
Read: Text, Ch. 5                                                     |
|      |                                                          | **Module 6: Ethical and Public policy issues**  
Read: Text, Ch. 7!!                                                  |
|      |                                                          | **Module 7: Marketing concepts**  
Read: Text, Ch. 6                                                     |
|      |                                                          | **Module 8: Online retailing**  
Read: Text, Ch. 8                                                     |
|      | **Fri., 5/20 7 pm - Thurs., 5/26 7 pm**                  | Observation Postings Chapters 5 - 8                                |
|      | **Wed., 5/25 7 pm - Thurs., 5/26 7 pm**                  | Exam 2 - Modules 5-8                                               |
| 3    |                                                          | **Module 9: online content**  
Read: Text, Ch. 9                                                      |
|      |                                                          | **Module 10: Social networks, auctions, portals**  
Read: Text, Ch. 10                                                   |
|      |                                                          | **Module 11: B2B**  
Read: Text, Ch. 11                                                    |
|      | **Thurs., 5/26 7 pm - Wed., 6/1 7 pm**                    | Observation Postings Chapters. 9-11                                |
|      | **Tues. 5/31 7 pm – Wed.6/1 7 pm**                       | Exam 3 - Modules 9-11                                              |
|      | **Thurs., 6/2, 9 am - 3 pm**                             | Final exam (comprehensive, optional)                                |
Appendix – 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 “pick-up” or 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 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 (see page 5-6 of the syllabus).

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.