Strategic Management

MGMT 5760, Fall 2016

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 **

When emailing me, make sure that the subject of your email includes “MGMT 5760” in the subject (for example: MGMT 5760 – exam question). Student email has priority, but due to the volume of emails I receive, if your email does not have course number in the subject, it may go to Junk folder or may take longer to respond to. I check email daily and usually respond within one business day. If you do not get a response from me within 1-2 business days, please email again.

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

Office hours: Online as needed. Onsite (Denton Campus) by appointment.

**COURSE DESCRIPTION AND OBJECTIVES**

The course deals with examination and evaluation of current theories, issues and programs involved in the making of strategic decisions in organizations. Emphasis is placed on critical thinking, judgment, and solving strategic problems within uncertain and complex environments. Topics include competitive advantage, competitive dynamics, sustaining superior performance and making strategic choices in the domestic and global environments. An application based approach will be used to apply theory to practice.

After successful completion of the course, student should be able to:

- Describe the primary functions and activities of strategic management
- Analyze the external environment and it impact on business strategy
- Identify internal strengths and weaknesses and evaluate their impact on strategy planning and implementation
- Develop a strategic plan for a business
- Explain how a company can use and develop a resource base to effectively execute its strategy
- Discuss the value of corporate business portfolio and recommend the best portfolio for a business

**REQUIRED MATERIAL**

Textbook:

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1 Instructor reserves the right to make changes to the syllabus, as needed.
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 # 3 under E-mail, in the Communication section below.) Second, if you complete the survey by Sunday, 9/4, 7 pm you will get a 5 point extra credit (see Student Survey, 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:**
  Please contact me at anat.barnir@unt.edu.
  - Make sure that “MGMT5760” 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.
  - **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

POLICIES, COURSE PROCEDURES, AND METHOD OF INSTRUCTION

1. Online delivery
The course is taught as part of the AOP program – Accelerated Online Program and, as such, is of very intensive pace. Students should expect to spend ~ 8-10 hour a week on this course, which includes reading, studying, and assignments (equivalent of 6 class hours + home preparation).

This course is taught using distance-delivery methods. Although the method provides flexibility, 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.

2. Organization
To facilitate learning, the course consists of 10 modules (lessons). A folder is available for each module through the Learning Modules button from the menu or folder icon on the home page. In order to keep students on track, Modules are released on scheduled dates, per course calendar, typically 2-3 modules per week. Please check the Module folder routinely as it provides information and links to PowerPoint slides, additional readings, Internet links, etc.

3. Technologies and platform
The course is taught through Blackboard Learn (BbL). It is very important that students be familiar with BbL and the tools used in this course. A document titled Tutor Yourself BbL is available under the Start Here folder on the course home page. If you are not familiar with BbL or if this is your first online course, you must go through the tutorials in the first days of the semester. Course activities and assignments are only done through BbL. By the end of the first week of the semester all students are expected to know how to use BbL.

4. 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 with the syllabus schedule.

Also note that all dates are written according to U.S. conventional format (month / day):
9/10 = September 10th; 10/9 = October 9th.

5. Technical help
If you have difficulty accessing the course, please contact the Blackboard Vista Support staff at vista@unt.edu, phone: (940) 565-2324; in person: Sage 130, http://www.unt.edu/helpdesk/ 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.

Please note that, to minimize connectivity problems in general, and during exams in particular, direct Broadband (not Wireless) connections are highly recommended.

6. Students who are F-1 Visa Holders
Check the note under the appropriate link on the home page (Start Here folder). Make sure to contact the International Student office if you have questions as this issue may have important immigration implications for you.

7. Student Survey
Students are requested to provide certain information and acknowledge course policies. Links are provided on the course website. A 5-point extra credit will be given to any student who completes the Student Information Survey by the Due date specified on the course website. Link is available on course website.

8. Sundown Rule
Students have five business days from the time grades are posted to inquire about a grade on any grade component. The purpose is to resolve any question as soon as grades are posted rather than wait till the end of the semester. Make sure to check your grades on Blackboard frequently and contact me immediately with any questions.

Be aware that exams are not returned. Students wishing to review an exam should make an appointment with the instructor. Appointments (face-to-face or phone) will be made during office hours or regular work days and time only, and require at least a 48 hour notice. Exams will not be reviewed during an exam availability period or on the preceding business day.

9. 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.

10. Kick-off Online Discussions

A kick-off online discussion forum titled “Meet the Prof” will begin at 7 a.m. on Tuesday August 30th and will continue through 7 pm on Saturday, Sept. 3rd. I will attempt to respond to your question in the shortest possible time. Look for pre-set threads on the “Meet the Prof” forum in the Discussion Tool. **Before posting questions, read the syllabus carefully**, then post any questions you have or clarifications you require.

Given the size of the class, Discussions can get unmanageable if we are not careful. To maintain a reasonable level of structure to this and subsequent discussion forums, please do not add new threads, but type your questions to the existing threads. If you feel very strongly about creating a new thread, simply ask for a thread to be set-up before you post your question, and let me decide… Thanks in advance for your cooperation on this issue.

Note that the forum is **for questions that are of relevance to the entire class**. Questions associated with students particular circumstances should be sent to the professor via email.

**Performance Evaluation**

- Discussion forums (5 @ 60 points) 300 points
- Examination (2 @ 220 points) 440 points
- Team assignment¹ (2 parts) 260 points

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¹Points earned through team effort will be subject to peer evaluation.

All grades will be weighted on a straight scale as follows:

- 900-1000 - A (extraordinary, superb, excellent)
- 800 – 899.9 - B (impressive, good, fine/satisfactory)
- 700 – 799.9 - C (marginally satisfactory, fair, marginally acceptable)
- 600 – 699.9 - D (passing)
- below 600 - F (failure).

Students on a pass/fail scale should contact the instructor regarding assignment.
Discussion Forums (DFs)

The objective of Discussion Forums is to enhance learning through deeper analysis and synthesis of concepts from content covered in the course. DFs are short assignments consisting of 1-2 short questions, requiring students to explain and analyze a particular issue / concept and expand on it. Students will be expected to link issues raised in the discussion questions to the theory, reading, and other material (e.g., videos), as well as to practice. You will be expected to engage in extensive outside research for each discussion, and bring unique references and contributions in each posting. The postings must be substantive and add to what was said in previous postings. This method of teaching requires that you undertake a reasonable amount of outside research using outside sources and add to the learning experience of the forum. Expect to spend at least 3-4 hours a week on such research.

Each DF is available for one week, per course schedule (pp. 8-9). Discussion assignments can only be submitted during that time window.

Note:
1. Each DF can earn up to 60 points.
2. Each DF has a word limit. See specific Guidelines posted on the course website.
3. There are six DFs to choose from, and each student will submit five. The availability of six DFs is designed to provide flexibility and allow students to take a “personal break” if needed; it is not designed to be an “extra credit” opportunity. Do not turn in more than five DFs as only the first five will count toward the grade.

Please review the document DF Guidelines & Grading – posted on the website – for detailed information regarding the nature of the work, expectations, and grading standards.

Exams

Two exams will be administered during the semester. Exams will be conducted on-line, and will be available as follows (make sure to mark your calendars and block 1.5 hours during the availability period):

Exam I – Available Friday 9/16 7 am till Saturday, 9/17 7 pm

Exam II – Available Monday 10/17 7 am till Tuesday 10/18 7 pm

The 36 hour window during which the exam is available is intended to provide as much accommodation as possible with your individual commitments. Please do not abuse the good will. Do not wait till the last hours unless you absolutely have to. If you run into technical difficulties at the last moments you will likely miss the availability window and there will not be any accommodation in such instances. Each exam lasts 70 minutes from the time started, and includes both multiple choice/True-False questions and essay questions.

Please review the document Examinations- Overview and guidelines, which is available on the website provides important information regarding the exams, including format, and expectations. See important information on exams in the Appendix on the last page of this document.
Team Assignments

Teams (5-7 individuals typically) will be responsible for conducting a 2-part assignment, per course calendar. The first part focuses on the industry environment, while the second part focuses on companies within each of the industries analyzed in the first assignment.

Detailed information on the nature of the assignments and the teams and how they are formed is available on the course website. Make sure to read those two important documents – Team Assignments – Overview and Team: Formation and evaluation, which can be found under the “Assignments” link.

Teams will be formed by students with the help of the instructor (same team for both assignments). In the interest of time given the AOP structure, online sign-up sheets will be available starting the second week of the semester. Please read carefully the document Team: Formation and evaluation for information about the industries to research, choosing a team, and the sign-up process.

Peer evaluation: there will be peer evaluation for the work on the assignment. A detailed explanation of how the peer evaluation works is provided in the document Team: Formation and evaluation posted online. Because of the evaluations, individual scores of team members may vary as a function of how their contribution is evaluated by their team members. Take your team work seriously by a) maintaining communication and not "disappearing"; b) delivering what you promise, when you promise it; c) carrying an equitable amount of work load; and d) providing quality work. Recognize that missing out on timeliness or quality means that someone else will have to do / re-do your work, which will have detrimental effect on your evaluation and assignment grade.
**Course Schedule**
(Instructor reserves the right to make changes, if needed)

*Make sure to check the Weekly Module folder on the home page. It provides further information on weekly tasks as well as links to supplemental videos or readings.*

**Week 1**
**Week of Aug. 29** (Module 1, Module 2)
*Introduction.*
- Review website, get to know Blackboard Learn and take the tutorials indicated in the folder “Blackboard Learn”.
- Quality in eLearning: Prepare for this online course by reading the documents posted in the folder Quality in eLearning. Meet the Prof” Discussion 8/25 - 8/31. Also, start talking to your classmates about signing up for teams (General Team Formation Discussion forum).
- Complete Student Survey by 9/4 7 pm to get bonus points.

**Textbook reading**
- Mod. 1 - Chapter 1: *What is Strategy*
- Mod. 2 - Chapter 2: *Strategy and Performance*

**Discussion Forum**
- 1 available (8/29 8:00 am – Sun., 9/4 7:00 pm)

**Week 2**
**Week of Sept. 5** (Modules 3 & 4)
*Textbook readings:*
- Mod. 3 - Chapters 3: *Analyzing the External Environment* &
- Mod. 4 - Chapter 4: *Analyzing an Industry*

**Discussion Forum**
- 2 available (9/5 8:00 am – Sun., 9/11 7:00 pm)

**Week 3**
**Week of Sept. 12** (Module 5)
*Textbook reading:*
- Mod. 5 - Chapter 8: *Global strategy formulation*

**Discussion Forum**
- 3 available (9/12, 8:00 am – Sat. 9/17, 7 pm)

**Exam 1** - includes all material covered in prior weeks.
**Availability period:** *Friday 9/16 7 am till Saturday 9/17 7 pm*. Access the exam anytime during the availability period, from the time accessed you have one hour. DO NOT wait till the last hours to access, as if you may run into unforeseeable problems you will have no remedies. See *Technical Problems* (p.4 above) if you run into problems.
Week 4
**Week of Sept. 19 (Modules 6 & 7)**
Textbook Reading:
Mod. 6 - Chapter 6: *Formulating Business Unit Strategy*
Mod. 7 - Chapter 7: *Business Unit Strategy*
**Discussion Forum-4 available (9/19 8:00 am – Sun., 9/25 7:00 pm)**

Week 5
**Week of Sept. 26 (Modules 8, 9)**
Textbook Reading:
Mod.8 - Chapter 5: *Analyzing an organization’s strategic resource base*
Mod. 9 - Chapters 9: *Corporate Strategy – Shaping the portfolio*
**Discussion Forum-5 available (9/26 8:00 am – Sun., 10/2 7:00 pm)**

Week 6
**Week of Oct. 3 (Module 10)**
Textbook Reading:
Mod 10. - Chapter 10: *Corporate Strategy- Managing the portfolio*
**Discussion Forum-6 available (10/3, 8:00 am – Sun., 10/9, 7 pm)**

Team Assignment Part 1 available  Monday Oct. 3
- Team Assignment Part 1 due Friday, 10/7 7 pm.
- Peer evaluations due Sunday 10/9 7 pm (via weblink).
- **Work on student feedback survey (for Assignment part 1) due 10/10**

Week 7
**Week of Oct. 10**
Team Assignment Part 2 Available Monday, 10/10
- Student feedback survey (due Monday, 10/10, 7 pm ( weblink)
- Team Assignment part 2 due Friday, 10/14 7 pm.
- Peer evaluations due Sunday 10/16 7 pm (via weblink).

Week 8
**Week of Oct. 17 - Finals Week**
**Exam 2** - includes all material covered since exam 1.
**Availability period: Monday 10/17 7 am till Tuesday 10/18 7 pm.** Access the exam anytime during the availability period, from the time accessed you have one hour. DO NOT wait till the last hours to access, as if you may run into unforeseeable problems you will have no remedies. See *Technical Problems* (p.4 above) if you run into problems.
UNT College of Business Student Ethics Statement

As a student of the UNT College of Business, I will abide by all applicable policies of the University of North Texas, including the Student Standards of Academic Integrity, the Code of Student Conduct and Discipline and the Computer Use Policy. I understand that I am responsible reviewing the policies as provided by link below before participating in this course. I understand that I may be sanctioned for violations of any of these policies in accordance with procedures as defined in each policy.

I will not engage in any acts of academic dishonesty as defined in the Student Standards of Academic Integrity, including but not limited to using another’s thoughts or words without proper attribution (plagiarism) or using works in violation of copyright laws. I agree that all assignments I submit to the instructor and all tests I take shall be performed solely by me, except where my instructor requires participation in a group project in which case I will abide by the specific directives of the instructor regarding group participation.

While engaged in on-line coursework, I will respect the privacy of other students taking online courses and the integrity of the computer systems and other users’ data. I will comply with the copyright protection of licensed computer software. I will not intentionally obstruct, disrupt, or interfere with the teaching and learning that occurs on the website dedicated to this course through computer “hacking” or in any other manner.

I will not use the university information technology system in any manner that violates the UNT nondiscrimination and anti-sexual harassment policies. Further, I will not use the university information technology system to engage in verbal abuse, make threats, intimidate, harass, coerce, stalk or in any other manner which threatens or endangers the health, safety or welfare of any person. Speech protected by the First Amendment of the U.S. Constitution is not a violation of this provision, though fighting words and statements that reasonably threaten or endanger the health and safety of any person are not protected speech.

Student Standards of Academic Integrity
http://policy.unt.edu/sites/default/files/untpolicy/pdf/7-Student_Affairs-Academic_Integrity.pdf

Code of Student Conduct and Discipline

Computer Use Policy
http://policy.unt.edu/policy/3-10
Appendix – IMPORTANT INFORMATION REGARDING EXAM

1. Carefully read the information on the exam available in previous pages of this syllabus.

2. Exams 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.

3. You must arrange to be available during the scheduled times. 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.

4. Exams 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.

5. 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.)

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

7. 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.

8. 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.

9. 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.

10. Academic Integrity: Use of cell phones, 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.