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 to spend 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 (required)

The above is the ONLY edition of the book that we go by. Readings / assignments as well as quizzes and exams are based on this edition. Earlier or other editions of the book are not compatible. Students should have the book on the first day of class, to be able and stay on track with assignments and exams.

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, will help with your learning, and is included in the exams.

Communication Announcements:
The Announcements tool is the primary means by which I communicate important information. Make sure to frequently check for new announcements, and no less than every 48 hours. Read all messages from me promptly, and email with any questions or concerns.

E-mail:
a. Emails from students to the instructor
   a) Contact me at anat.barnir@unt.edu.
   b) Include “MGMT4210” in the subject of the email.
   c) Sign your email. If you use a name that is different from that under which you are registered in the course, also include your registration name.
   d) Type your personal identifier number next to your signed name (you will select this PIN early in the semester - see Student Survey, p. 6). I require this PIN when communicating with you about matters that I consider confidential or personal (e.g., grades, absences).
   e) Email response time: Emails received before 5 pm on a business day will be answered no later than the end of the next business day. Emails received after 5 pm or not on a university business day will be answered within 2 business days. If you do not get a response in that time frame, your email may have been directed to the Junk folder, so please resend it.
b. Emails from instructor 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. (Please test the settings to make sure the forwarding...
works.) For information, visit: https://eagleconnect.unt.edu/.

**Broadcast emails.**

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.

**Technical Difficulties**

If you have difficulty accessing the course, please contact the Blackboard Support staff at helpdesk@unt.edu, phone: (940) 565-2324; in person: Sage 130, http://www.unt.edu/helpdesk/. 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. Also, please take note of BlackBoard scheduled maintenance during which BbL is not available, currently scheduled weekly on Saturdays 11 pm till Sundays 2 am. It is not recommended to engage in any BbL related activity within 15 minutes of that timeframe.

**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 should obtain an accommodation letter from UNT Office of Disability Accommodation (ODA). The UNT ODA is located at Sage Hall, Suite 167. Their telephone number is 940-565-4323. If an accommodation has been recommended for you, please inform me via email within the first week of the semester. The ODA notification of a needed accommodation must be received by me no less than 5 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 & technology requirements**

   a. This course is taught using distance-delivery methods. Although the methods provide flexibility, the course has a set schedule of weekly assignments and deadlines that must be met as well as scheduled times and defined availability windows for taking quizzes/exams or submitting assignments.

   b. All course assignments are accepted ONLY through BbLearn. If you are not familiar with Blackboard, browse through the tutorials links posted on UNT Blackboard page and complete those no later than the end of the first week.

   c. This is a 100% online course. You should have reliable internet access to complete it successfully. You may access the course from any desktop, laptop, or a mobile device (iPad, tablet, smartphone). However, experience has taught us that internet connectivity is
It is therefore recommended NOT to conduct grade-related activities such as quizzes or exams from a mobile device.

II. **Method of instruction and organization – weekly modules**
To facilitate learning, the course is broken down into weekly units (Modules). Each unit focuses on a specific topic, and is associated with reading material, learning content, a quiz, and a Discussion.
   a. A folder is available for each week through the Learning Modules button from the menu or folder icon on the Home page. Check this folder routinely.
   b. Each folder consists of an overview of activities and weekly requirements and assignments.
   c. Each folder also consists of a list of the required and optional online links.

III. **Times & dates**
All times noted in this syllabus are U.S. Central times. Also note that all dates are written according to U.S. conventional format (month / day):
   5/6 = May 6th; 6/5 = June 5th

IV. **Technical issues and 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/](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 have the Help Desk phone number handy (especially during exams) and to contact them promptly.

      Also, make note of BlackBoard scheduled maintenance during which BbL is not available, currently scheduled weekly on Saturdays 11 pm till Sundays 2 am. It is not recommended to engage in any BbL related activity within 15 minutes of that timeframe.

V. **Students who are F-1 Visa Holders**
Check the note under the appropriate link in the Start Here folder (course Home Page). Make sure to contact the International Student office if you have questions as this issue may have important immigration implications for you.

VI. **Sundown Rule**
During Maymester students have three (3) business days from the time a grade is posted to inquire about it. The purpose is to resolve any question as soon as grades are posted rather than wait until the end of the semester. Check your grades on Blackboard frequently and contact me with any questions. Exams / quizzes are not returned, and students wanting to go over them should contact me for an appointment (onsite or phone). At least 48-hour notice is required to schedule an appointment. Exams / quizzes will not be reviewed during an exam’s availability period or during the day an exam becomes available.

VII. **Plagiarism and TurnItIn policies**
Course assignments / discussions / projects / or exam questions may 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 and will be considered as a breach of UNT academic Integrity Policy. An assignment deemed plagiarized will incur a grade of zero. Recurring plagiarism may result in course failure and university level consequences.

VIII. **Missed deadlines / excused absences**
Assignments / exams / quizzes are due on/by the scheduled dates. **Legitimate, verifiable, and documented** excuses such as 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, personal conflicts, malfunction of personal computer, typically do NOT constitute grounds for accommodation.

If you believe that you deserve special consideration for a particular event, contact me via email prior to the scheduled assignment/exam, if possible, or as soon as you can after the missed assignment/exam. Please provide supporting documents.

IX. Extra credit
If you are counting on a grade in this class that you need to graduate, your best strategy is to work hard, pay attention to the requirements, and utilize the opportunities build into the course such as taking all quizzes or the optional exam.

X. Acceptable student behavior
Student behavior that interferes with the instructor’s ability to conduct the course or with other students’ ability to learn is disruptive and unacceptable. If a student’s behavior is deemed disruptive, the student will be warned and instructed to cease the disruptive behavior. If this does not happen, the student may be removed from activities and/or referred to the Dean of Students for consideration whether the behavior constitutes violation of the Code of Student Conduct.

XI. Kick-off Online Discussion – Meet the Prof (5/14 – 5/17)
A kick-off online discussion forum titled “Meet the Prof” will begin at 7 am on the first day of the semester and will continue through May 17. This forum is an online version of the first day of class, when students typically ask questions about the course and syllabus.

- Check the “Meet the Prof” forum (Discussion Board tool) and use the pre-set thread to post questions (please do not start new threads.).
- Please read the syllabus before posting your questions!
- It is recommended to check this forum to see what others are asking.....Can be quite useful...
- This Discussion forum is for issues that are of relevance to the entire class. Questions pertaining to a student’s individual circumstances should be sent to the professor via email.

XII. Course evaluations.
Course evaluations are conducted for each organized course at UNT. At the end of the semester you will be informed of the availability of the evaluation. Please take time to complete it.

XIII. Dropping the course.
If you decide to drop the course, do so within UNT set deadlines, which are available through the Registrar’s website (http://registrar.unt.edu/registration/spring-registration-guide). In order to drop the course, contact either the Management Department or the Registrar’s office and follow their instructions. Students are NOT automatically dropped for non-participation, and emailing me to have you dropped from the course will NOT get you dropped. Going through proper procedures is the only way to get it done.
Performance Evaluation

<table>
<thead>
<tr>
<th>Exam</th>
<th>Points</th>
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<tbody>
<tr>
<td>Exam 1 (Modules 1-4)</td>
<td>264</td>
</tr>
<tr>
<td>Exam 2 (Modules 5-8)</td>
<td>264</td>
</tr>
<tr>
<td>Exam 3 (Modules 9-11)</td>
<td>264</td>
</tr>
<tr>
<td>Observation Postings (7@ 28 points)</td>
<td>196</td>
</tr>
<tr>
<td>Student Survey</td>
<td>12</td>
</tr>
<tr>
<td>Optional Final</td>
<td>0 or 264</td>
</tr>
</tbody>
</table>

Total: 1000 points

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 first exams, for a reasons considered “excused absence” should contact the instructor with documentation, to discuss his/her options. The instructor will make a determination on a case-by-case basis, or refer the student to the Dean of Students. A student may take the final exam instead of 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 17, 7 pm – Fri., May 18, 9 pm
- Exam 2 (24 hour availability): Wed., May 23, 7 pm – Thurs., May 24, 9 pm
- Exam 3 (24 hour availability): Tues., May 29, 7 pm – Wed., May 30, 9 pm
- Final (optional, comprehensive, 6 hour availability): Thurs., May 31, 9 am – 3 pm

All exams are designed as and are 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.** Assuming 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 questions, 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) (7 @ 28 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 may be checked for originality using TurnItIn or other online resources.

**OP grading:** OP are graded as follows (see rubric on course website):

- 27-28 points – Exemplary (typically no more than 3% of the students)
- 25-26 points – Exceeds Expectations
- 21-24 points – Meets expectations
- 17-20 points – Marginally Acceptable (MA)*
- 0 points - Unsatisfactory / not submitted

*Maximum 2 MA possible. Any MA after 2 automatically becomes Unsatisfactory - 0 pts.

Note:

1. OPs can be submitted ONLY during the period through the exam covering the Module. See course schedule (page 8 of the syllabus).
2. OPs consist or short (~150 words) responses. 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, explain, provide examples, etc.
3. Seven OPs are needed. If you submit more, the highest 7 scores will count.
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 be considered **not submitted** (0 points).

**Student Survey**

You will complete a short survey (available through a designated link on the course home page). We will also use this survey to select your course PIN, and to collect some required and course related information.

This is an all or nothing grading: complete all items by due date - get all points.

- Availability period: **5/14/18 8 am to 5/20/18, 9 pm**
# Course Schedule

<table>
<thead>
<tr>
<th>Week</th>
<th>Exam Access Availability period / OP deadlines</th>
<th>Modules (Note that module number may not be the same as the chapter number)</th>
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</table>
| 1    | Mon., 5/14 – Fri., 5/18 9 pm                   | 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  
Observation Postings Modules 1-4  
Exam 1 - Modules 1 – 4 |
| 2    | Fri., 5/18 - Thurs., 5/24 9 pm                 | 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  
Observation Postings Modules 5-8  
Exam 2 - Modules 5-8 |
| 3    | Thurs., 5/24 - Wed., 5/30 9 pm                 | 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  
Observation Postings Modules 9-11 |
|      | Tues 5/29 7 pm –Wed. 5/30 9 pm                | Exam 3 - Modules 9-11 |
|      | Thurs., 5/31, 9 am – 3 pm                     | Final exam (comprehensive, optional) |
Maymester: May 14 – May 31, 2018

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<th>Sunday</th>
<th>Monday</th>
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<th>Wednesday</th>
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<td>17 <strong>Student Survey due</strong></td>
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<td><strong>Exam 1 available</strong></td>
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<td>Beginning of semester</td>
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<td>Deadline OP Mod. 1-4</td>
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<td><strong>Exam 2 available</strong></td>
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<td><strong>Exam 2 due (9 pm)</strong></td>
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<td>Memorial Day</td>
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<td><strong>Deadline OP Mod. 9-11</strong></td>
<td><strong>Final (Optional) 9AM–3 PM</strong></td>
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<td>End of semester</td>
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<td><strong>Exam 3 available</strong></td>
<td><strong>Exam 3 due (9 pm)</strong></td>
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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. Note that Blackboard has a few seconds of processing time so if you 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 a test.** 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 pages 6-7 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.