Management Seminar
MGMT 5230, Spring 2018

Professor: Dr. A. BarNir
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E-mail: anat.barnir@unt.edu **best way to reach me**
Office hours: Mondays, 10 am -1 pm (appointment recommended). Other times – by appointment. Online – as needed.

Course Description and Objectives

Development of philosophy, strategy and tactics in managing an enterprise. Administrative processes common to all enterprises, including variations needed to meet different situational requirements, Methods of study include extensive reading, exploratory research and seminar discussion.

Course objectives -
- To expose students to key academic articles pertaining to current business strategy and management content.
- To help students develop skills needed for choosing and evaluating strategies and tactics to deal with business and managerial challenges.
- To provide students with skills for linking academic theory to practitioner oriented material.
- To train students in screening and evaluating practitioner oriented material for the purpose of using it to enhance professional and personal goals.

After successful completion of the course students should be able to:
- Articulate key concepts from theories explaining business practices
- Explain problems encountered by managers in terms of key theories in the field
- Devise plans for creatively dealing with stagnating industries
- Recommend processes and strategies needed for effectively making decisions
- Outline key factors influencing business in changing environments
- Conduct a systematic analysis of innovation opportunities for business
- Compare and contrast key characteristics of different business books available
- Conduct a practical assessment of resources available for business and professional development beyond that associated with their formal degree
- Evaluate the reliability and accuracy of information available through popular business books used by practitioners
- Explain what Bitcoin is and its role in the new economy
- Discuss irrationality in decision making and its upsides and downsides for managers

Course Material

Required readings: A customized digital packet consisting of articles by top researchers in the management field has been compiled and is available for students to purchase. Material in the packet is required, and work begins on the first day of the semester, so students should purchase and download it. Information and link for where to purchase is available through the course website.

1 Instructor reserves the right to make changes to the syllabus, as needed.
**Business books** - During the course of the semester, each student will select and read one book from a list provided through our course page. Review the “Book Assignment” sections in this syllabus and on the course website, for more information.

**Additional content** - A Weekly Folder has been set up online for each learning unit. In that folder, additional content (videos, study notes) is posted. This content is an integral part of the course (and will help with your learning).

**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 “MGMT5230” 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/](https://eagleconnect.unt.edu/).

c. **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/](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 must 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](http://policy.unt.edu/sites/default/files/untpolicy/pdf/7-Student_Affairs-Academic_Integrity.pdf)

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

I. **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 the chosen online delivery platform. 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 less reliable from mobile devices. 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 (content, discussions, etc.).

   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):

   4/5 = April 5th; 5/4 = May 4th

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**
Students have five (5) 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 till 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 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 (3/19 – 3/25)**
A kick-off online discussion forum titled “Meet the Prof” will be conducted during the first week of the semester. This discussion is an online version of the first day of class, when students 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!
• Check this forum to see what your classmates are asking... Can be quite useful...
• This Discussion forum is for issues that are of relevance to the entire class. Please address questions that pertaining to individual circumstances 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>Task</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student survey</td>
<td>10 pts</td>
</tr>
<tr>
<td>Observation Posts (OPs, 7 @ 55 pts)</td>
<td>385 pts</td>
</tr>
<tr>
<td>Exams (2 @ 200 pts)</td>
<td>400 pts</td>
</tr>
<tr>
<td>Book Review Assignment</td>
<td>205 pts</td>
</tr>
</tbody>
</table>

**Total Points** 1000 points

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


**Observation Posts (OPs)**

The objective of the Observation Posts is to enhance learning through deeper analysis and synthesis of the specific readings in the course. OPs are available through the course’s Discussion Board, and there are typically 1-2 of those each week. OP assignments begin on the first week of the semester. You must have the course packet downloaded for that.

An OP requires to post an **original post** (response to a set of questions associated with one of the reading assignments for the week) and a **Response post** (commenting on the original post of at least one other student). The original post will typically entail research or information search, so give it adequate time.

1. Ten OPs available (per course calendar), and because seven are required, three are considered “extra.” You may submit any eight you choose. If you submit more than seven, the highest seven will count.
2. OPs are weekly assignments and can only be submitted during the week assigned. Missed OPs grant zero points, and being a discussion, there are no provisions for a missed OP.
3. Each OP is worth 55 points (5.5% of the course grade) and should be considered as a short assignment. OPs are available for a full week and it is strongly suggested NOT to wait until the last day of the availability period to start working on it.
A document is posted on the course website – **OP Guidelines** – which includes additional details on this component, including expectations and grading guidelines.

### Exam

Two exams will be administered, per course schedule. Exams are not cumulative, each covering the respective modules, per course calendar. Exams cover articles, readings, videos – all material included in the Module. Exams will include both closed-ended (multiple choice & True/False) and open-ended (short answer/essay) questions.

### Availability

The exams will be conducted on-line, and will be available as follows:

- **Exam 1:** Sunday April 8, 12 noon till Tuesday, April 10, 12 noon
- **Exam 2:** Monday May 7, 12 noon to Wednesday May 9, 12 noon

The 48-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 until the last hours unless you absolutely have to. If you run into technical difficulties at the last hours, you will likely miss the availability window and there will not be any accommodation in such instances.

- The exam lasts around 1.5 hours from the time started. Please mark your calendars to ensure that you are available for 2 hours sometime during the availability window. Specific details regarding time and question distribution will be provided.

- Make-up exam policy: make-ups will be scheduled on the last week of the semester, only for situations where there is a legitimate excuse for missing an exam (see page 4 “Missed deadlines”). Make-ups are not given as an opportunity to improve a grade.

See Appendix to this syllabus for important information and tips.

### Operational Details:

Your exam allotted time is measured from when you click “Begin Assessment” to when you click “Finish”. You MUST save all your answers before clicking “Finish.” Also, recognize that the system measures the time-slot based on when it completes and verifies the download, which could be several seconds after you hit the “save” button. Ensure that you _complete and save_ your response _before_ your test-taking time-slot expires, by shooting to complete it (save and click the _finish_ button) within the allocated time.

Exams are available online and can be accessed from any device with internet connection. However, it is not recommended to take exams from mobile devices such as iPads or tablets due to connectivity issues that students have experienced in the past.

### Technical problems during exam:

If you have any technical problems with your browser or with Blackboard during your exam please call the student help desk. That number is **940-565-2324**. You will need to give the worker your course number. Often the individuals at the Help Desk can walk you through a resolution while on the phone and you will likely be able to complete the exam. (Of course, if you wait until the last hours of the availability period, you will miss the deadline....). Additionally, - _after_ you contacted the Help Desk - _e-mail_ me to let me know that you have a problem. In your _e-mail_, _include a phone number_ where you can be reached. While I am not online all the time, if I am online at the time of the problem and feel I can help, I will contact you immediately.

Before you take an exam, it is a good idea to run the browser to make sure your computer is set up correctly. Click on the “Check Browser” link on the page where you find your list or courses when you first login.
**Book Assignments**

You will read one popular bestseller discussing business in the context of current economic environments. The objective is to help you assess the value of this and similar books for your future professional and personal development, and to learn how to critically analyze books in the context of established theories and concepts (covered in this course through the articles).

**Deliverables:**

1. One book analysis REPORT (submitted to the instructor, per guidelines).
2. One PRESENTATION ON the book (.pptx document, to instructor, to be posted on the course website) for review by class.
3. A review/ranking of other students’ presentations (through weblinks)

*Detailed documents regarding the assignments will be posted on the course website.*

**Choice of books**

You will choose one book from a given list (on course website). Recommended steps for choosing your book and beginning the assignment are

1. Review the assignment documents (available through the course website)
2. Check the list of books on the course website.

**There will be a limited number of students per book! Choosing is on a first come-first served basis. To ensure you end up with a book you are interested in, make your choice early.**
Class Schedule
Check the Weekly Content folder for additional material.

Course Week 1, March 19 – March 25

Introduction.
Review website, get to know Blackboard Learn and take the tutorials, if needed. Quality in eLearning: Prepare for this online course by reading the documents posted in the folder Quality in eLearning. Meet the Prof Discussion.

-The business context, creation, and change

Read (HBSP Course Packet)

Weekly OPs: OP-1, OP-2 (due by 3/25, 9 pm)

Course Week 2, March 26 – April 1

-Innovation and opportunities

Read (HBSP Course Packet)

Weekly OPs: OP-3, OP-4 (due by 4/1, 9 pm)

Course Week 3, April 2 – April 8

-Cognitions, biases, and decision making

Read (HBSP Course Packet)

Weekly OPs: OP-5 (due by 4/8, 9 pm)
Exam 1
Available: Sunday April 8, 12 noon to Tuesday April 10, 12 noon
Coverage: All material to date

Access the exam anytime during the availability period. 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 (above) if you run into problems.

Course Week 4 April 9 – April 15

Managing strengths and weaknesses

Read (HBSP Course Packet)

Weekly OPs: OP-6, OP-7 (due by 4/15, 9 pm)

Week 5 April 16 – April 22

Towards advantages 1

Read

Weekly OPs: OP-8, OP-9 (due by 4/22, 9 pm)

Week 6 April 23 – April 29

Effects of dynamic and changing times


Weekly OPs: OP-10 (due by 4/29, 9 pm)
Week 7  April 30 – May 6

**Book Assignment workweek**
- Individual reports – due by Wed., May 2, 9 pm.
- Presentations – due by Thurs., May 3, 9 pm.
*Presentations posted online. Start reviewing.

Week 8  May 8 – May 12

Presentation Review surveys - due by Mon., May 7, 9 pm.

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**Exam 2**
Available: Monday May 7, 12 noon until Wednesday May 9, 12 noon
Coverage: All material since 4/9
Access the exam anytime during the availability period. 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 (above) if you run into problems.

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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:** 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.