Management Seminar
MGMT 5230, Spring 2017

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E-mail: anat.barnir@unt.edu **best way to reach me **

When emailing me, make sure that the subject of your email includes “MGMT 5230” in the subject (for example: MGMT 5230 – 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 Eagle Connect/myUNT address.

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

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 student 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

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

**Course packet:** 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.

**Business books** - During the course of the semester, each student will read one book of his/her choosing from a list provided through our course page. Before choosing a book, it is recommended to read the section “Book Assignment” in this syllabus as well as the *Book Assignment* documents posted on the course page.

**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).

**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 Sunday, 3/26/17, 7 pm you will get a 5 point extra credit.

**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. If you do not check the messages at least every 48 hours you run the risk of missing out on time sensitive information, which may end up having grade implications. Read all messages from me promptly, as they may include important information regarding assignments or the course. E-mail me with any questions or concerns.

**E-mail:** Contact me at anat.barnir@unt.edu.
- Make sure that “MGMT5230” 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 use a nickname, middle name, or another name, make sure your registered name is also included so I know who the message is from.
- Type 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 an answer. Make a habit of including your PIN 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. (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/.
- **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 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). The UNT ODA is located at Sage Hall, Suite 167. Their telephone number is 940-565-4323.

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 less 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

I. 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.

II. Organization
To facilitate learning, the course is broken down into weekly units which include content and activities. A folder is available for each week through the Weekly Content button from the menu or folder icon on the home page. Please check the Weekly Content folder routinely as it provides information and links to Internet resources such as lectures, current events, or videos that help explain the required readings. Material in the folder will be covered in the exams.

III. 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.

IV. 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):

3/4 = March 4th; 4/3 = April 3rd

V. 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.

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

VII. Student Survey
Students are requested to provide certain information and acknowledge course and college policies. 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.

VIII. Sundown Rule
Students have five (5) 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. Check your grades on Blackboard frequently and contact me with any questions.

IX. 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; 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.

X. Deadlines / missed deadlines
Assignments / exams / quizzes 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, 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, you should contact me via email prior to the scheduled assignment/exam, if possible. If this is not possible, contact me as soon as possible after the missed assignment/exam. In your email, explain the reasons for missing the deadline and provide supporting documentation. I will review those and make a determination.

XI. Kick-off Online Discussion
A kick-off online discussion forum titled “Meet the Prof” will begin at 7 p.m. on Tuesday March 21 and will continue through 7 pm on Saturday, March 25. 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.**

This discussion forum is the online equivalent of the first day of an onsite class, where the instructor reviews the syllabus and answers questions. In onsite classes, students often benefit from being in class listening to questions raised by other students. The same applies to online courses, and students are strongly encouraged to go to the Meet the Prof discussion forum and browse through questions and answers posted.

- In order 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 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 meet-the-prof 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.

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**Performance Evaluation**

- Observation Posts (OPs, 5 @ 60 pts) 300 pts
- Exams (2 @ 190 pts) 380 pts
- Book assignments
  - Book Assignment: 275 pts
  - Book Analysis Report (175 pts)
  - Book Analysis presentation (100 pts)
- Presentation reviews (3 X 15) 45

**Total Points** 1000 points

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


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**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. Consider each OP a short assignment (worth 6% of your course grade). OP assignments begin on the first week of the semester. You must have the course packet downloaded for that.

An OP entails posting an original answer (response to a set of questions associated with one of the reading assignments for the week) and response posts (commenting on the original posts of 2 other students). Note that the original post will typically entail analyses, research, or information search, so give it adequate time.

OPs are available per course calendar. Every week 1-2 OPs will be available (typically one for each reading assignment), and each student will select ONE OP to post.

**Important Notes:**

1. Although students submit one OP (on one of the weekly readings), ALL readings per syllabus are required (and will be covered in the exam). In other words, you are expected to have the same knowledge and familiarity with all articles, not just the one you submitted an OP on. The suggested study procedure should entail a) reading all
articles; b) preparing a OP to one of the articles; c) reviewing OPs posted for the other articles (posted by other students).

2. Students must submit one OP each week. It is NOT possible to complete the 5 OP requirement by submitting 2 OPs in the first week, 2 in the second week, and 1 in the third week.

3. The requirement is for 5 OPs on 5 different weeks. As there are 6 weeks during which OPs are available, students may submit one OP each week (6 in total) and have the lowest grade dropped, or students may skip one week and submit only 5 OPs.

4. Each OP is available for one week, per course schedule. OPs can only be submitted during that time window.

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

- Exam 1: Sunday April 9, 12 noon till Tuesday, April 11, 12 noon
- Exam 2: Monday May 8, 12 noon till Wednesday May 10, 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 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.

- The exam will last 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 “Deadlines/missed deadlines”). Make-ups are not given as an opportunity to raise 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 till the last moments, you will miss the deadline.....). In addition - 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 future professional and personal careers, and to learn how to critically analyze books in the context of established theories and concepts (covered in this course by 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. Three reviews of other students’ presentations (through weblinks)

_Detailed documents regarding the assignments are posted on the course website._

**Choice of books**

Students 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.
3. Review the books by going online and reading about them.
5. Obtain the book, start reading.

NOTE: There will be a cap on the number of students that can sign up for a specific book (4 people). Your choice is on a first come-first served basis. To ensure you end up with a book you are interested in, sign up for a book early on. You will not be able to submit an assignment on a book that you have not signed for.
Course Schedule

Check the Weekly Content folder for additional material.

Course Week 1 March 20 – March 26

**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.

- **Industry structure**
- **Industry creation and change**

Read (HBSP Course Packet)

Submit one OP for weekly readings (3/20, 8:00 am – 3/26, 7 pm)

**Sign up for book by 3/26**

Course Week 2 March 27 – April 2

- **Innovation in times of change**
- **Dealing with opportunities**

Read (HBSP Course Packet)

Submit one OP for weekly readings (3/27, 8:00 am – 4/2, 7 pm)

Course Week 3 April 3 – April 9

- **Cognitions and biases in decision making**
- **Strategic decision making**

Read (HBSP Course Packet)

Submit one OP for weekly readings (4/3, 8:00 am – 4/9, 7 pm)

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**Exam 1**
Available: Sunday April 9, 12 noon till Tuesday April 11, 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 (p.6-7 above) if you run into problems.

Course Week 4  April 10 – April 16

**Managing strengths and weaknesses**

Read (HBSP Course Packet)

Submit one OP for weekly readings (4/10, 8:00 am – 4/16, 7 pm)

Week 5  April 17 – April 23

-Industry positioning for competitive advantage
-Internal organization for competitive advantage

Read (HBSP Course Packet)

Submit one OP for weekly readings (4/17, 8:00 am – 4/23, 7 pm)

Week 6  April 24 – April 30

-Competitive advantage in dynamic and changing times


Submit one OP for weekly readings (4/24, 8:00 am – 4/30, 7 pm)

Week 7  May 1 – May 7

**Book Assignment workweek**

Individual analysis – due by Wed., May 3, 7 pm.
Presentations – due by Thurs., May 4, 7 pm.
*Presentations posted online. Start reviewing.*
Presentation Review surveys - due by Mon., May 8, 7 pm.

Exam 2
Available: Monday May 8, 12 noon till Wednesday May 10, 12 noon
Coverage: All material since 4/10

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 (p.6-7 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**: 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.