Strategic Management
MGMT 5760, Fall 2018

This is an 8 week course that runs from August 27, 2018 until October 19, 2018.

Professor: Dr. A. BarNir
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Phone: 940-565-4334
E-mail: anat.barnir@unt.edu **best way to reach me**
Office hours: Online: as needed.
Onsite: Mondays 11 am – 2 pm (appointment required) or email to request another time.

**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 its 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:*
ISBN 9780132145626

Additional material is posted in the respective Module on the course website. This material (articles, videos, etc.) is an integral part of the course.

**COMMUNICATION**
1) Announcements
   This is the primary means by which I communicate important information to the entire class. Make a habit of checking this link no 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.

1 Instructor reserves the right to make changes to the syllabus, as needed.
or concerns.

2) E-mail
   a) Contact me at anat.barnir@unt.edu.
   b) Include “MGMT5760” 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 in your personal identifier number next to your signed name in all emails. (See Student Survey and PIN Selection below.) I require this identifier when communicating with you on any matter which I consider to be 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 regular business day will be answered no later than 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.
   f) Emails from me to the class: I will email you via your EagleConnect/myUNT account. 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. For instructions and assistance, visit: https://eagleconnect.unt.edu/.

3) 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.

**Student Survey and PIN Selection**
One of the first tasks is to click on the link to complete the required student survey. The student survey will also allow you to select a PIN for yourself, which will facilitate communication with me over email. A link is available on the course site.

**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 a disability and would like to request accommodation, you must obtain an accommodation letter from UNT Office of Disability Access (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. Students may request an ODA accommodation anytime during the semester, but the ODA notification of a needed accommodation must be received by me no less than 3 working days prior to the time the accommodation is needed. For additional information, see the ODA website at http://www.unt.edu/oda, or contact them at 940-565-4323.

**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).
POLICIES, COURSE PROCEDURES, AND METHOD OF INSTRUCTION

I. Online delivery & technology requirements
   a. The course is taught as part of the Accelerated Online Program and, as such, is of very intensive pace: you should expect to spend ~ 6-8 hours a week on this course. 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/tests/exams or submitting assignments.
   b. All course assignments are accepted ONLY through CANVAS. This is a new platform that UNT is transitioning to, and if you are not familiar with it, browse through the guides and tutorials links, which are available through the Help? link appearing at the bottom of the navigation bar on the course home page.
   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, past experience taught us that internet connectivity is less reliable from mobile devices. It is therefore strongly recommended that grade-related activities such as quizzes or exams not be conducted from a mobile device.

II. The course requires knowledge of basic computer skills, and use of Microsoft Word, Adobe-pdf, and PowerPoint. Students should have access to a computer with reliable Internet connectivity to complete this course. All activities are conducted through CANVAS and students must be familiar with this platform. (Information on tutorials for those students not familiar with CANVAS is available on the course website.)

III. Organization – weekly modules
   To facilitate learning, the course is broken down into weekly units (Modules) which include content and activities. Check this folder routinely as it provides information and links to Internet resources such as lectures, current events, or videos that help explain the required readings. All material in the Module folder is considered required reading and is covered in the test/exam, including videos and linked articles.

IV. Times & dates
   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):
   9/10 = September 10th; 10/9 = October 9th

V. Technical issues and help
   a. If you have questions or issues with technical aspects of the course, you should contact the Help Desk staff (http://it.unt.edu/helpdesk) by phone (940-565-2324), email (helpdesk@unt.edu), or in person (Sage Hall 330D). Help Desk advisors can often guide you while on the phone with you.
   b. Also, make note of any scheduled maintenance time during which the system is not available. It is not recommended to engage in any course activity within 15 minutes of that timeframe.
   c. Troubleshooting during tests/exams: if you run into technical issues while taking a test/exam, call the Help Desk immediately (have their phone number handy). After you talk with the Help Desk, they may be able to provide you with additional assistance.
Desk, email me to let me know you had an issue and if it was resolved. In your email, provide a phone number where I can reach you. I am not online 24/7, but if I am at the time I get your message and think I can help, I will call you.

**VI. Students who are F-1 Visa Holders**

An important message regarding federal regulations for F-1 visa holders is posted on the course website (MODULES>>GUIDES & GUIDELINES>>POLICIES & MORE). If you are an F-1 student, make sure to read the message as it may have serious immigration consequences.

**VII. Sundown Rule**

Students have four (4) 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. Exams are not returned, and students wanting to go over them should make an appointment (onsite or phone). At least 48 hour notice is required to schedule an appointment, and exam appointments are not scheduled during the day an exam becomes or is available.

**VIII. 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.

**IX. Missed deadlines due to excused absences**

Assignments / exams 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, etc., 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 event if possible, or as soon as possible after the missed event. Please provide supporting documents.

Discussions, because of their interactive nature, CANNOT be made up. For this reason, there are SIX discussions available but only FIVE are needed: this is the only way to make up for a missed discussion. Therefore, it is recommended not to skip a discussion unless you absolutely must. Plan on taking each discussion. In such case, if you took the first five, you will skip the last one, but if you had some emergency later in the semester and were not able to submit a discussion, you will be able to use Discussion 6 as back up.

**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. **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.

XII. **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. Emailing me to have you dropped from the course will NOT get you dropped (in which case you remain on the roster and will be assigned a grade). Going through proper procedures is the only way to drop.

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**PERFORMANCE EVALUATION**

- Discussion forums (5 @ 60 points) 300 points
- Exams (2 @ 250 points) 500 points
- Simulation 190 points
- Student survey 10 points

**Maximum Points** 1000 points

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).

**Discussion Forums (DFs)**

You will submit five discussion Forum assignments (DFs) using the course Discussion Board. DFs consist of a question set focusing on the Module topic. A DF entails linking issues raised in the discussion questions to the theory, readings, 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. Each DF post 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 that you 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). A DF cannot be submitted outside its timeframe.
- Students can only submit 5 DFs (out of 6 available). The availability of six DFs is designed to provide flexibility and allow an opportunity to make up for a missed discussion. Hence, the 6th discussion is not an “extra credit” opportunity (it is not possible to do all 6 and have the highest 5 count). The first 5 DFs submitted will count.
More details are available in the document *DF Assignment Guidelines*, which is posted on the website (MODULES >> GUIDES & GUIDELINES).

**Exams**
You will take two exams.
- Exam I – Available **Friday 9/14 7 am till Saturday, 9/15 9 pm**
- Exam II – Available **Monday 10/15 7 am till Tuesday 10/16 9 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 respect the timeframe given. Do not wait until the last hours to access the exam, unless you absolutely have to. Each exam lasts 100 minutes from the time started and includes both multiple choice/True-False questions and essay questions.

Exams consist of multiple choice, True/False, and short essay questions. Exams cover the material in the module, which includes the chapter AND videos / supplemental readings.

More details are available in the document *Exam Information* which will be posted on the website (MODULES >> GUIDES & GUIDELINES). Also, please review the Appendix on the last page of this document.

**Simulation**
You will engage in a Management Simulation game to sharpen your strategic management capabilities and experience an opportunity to apply some of the theories studied. The simulation is an individually played game, where you assume the role of a CEO having to make strategic decisions for his/her company over a 20-year period, while competing against simulated competitors.

The basics:
- You may repeat the game as many times as you like, but you have to play at least 2 games
- You may play anytime during the semester, but the first game must be completed no later than Sunday, 9/30, and the last game must be completed no later than Monday, 10/8.
- Plan on 25-35 minutes per game, although you may take longer if you like.
- Grading:
  - By the end of the simulation game time, you will select ONE game from those you played – your BEST game (the one you believe you performed the best in). Your grade will be based on a) your company’s performance in the BEST game (profitability & market share, etc.) and b) a short document where you explain the rationale for the decisions you made.

More details and documentation are posted under the **Simulation** section on the course website (MODULES >> GUIDES & GUIDELINES).

**Student Survey**
Please complete the short survey, which consists of information we are required to complete, and where you get to select your student course PIN.

Due: 9/5, 9 pm
This is an all or nothing grade: complete by due date, get all 10 points.
A link to the survey is available on the on the **Student survey** section on the course website (MODULES >> GUIDES & GUIDELINES).
Course Schedule
(Instructor reserves the right to make changes, if needed)

Check the Weekly Module on the home page for additional readings, videos, and information on assignments & tasks.

Week 1
Week of Aug. 27 (Module 1, Module 2)
Guidelines & Procedures
- Review website, get to know CANVAS, review material posted in the Guides & Guidelines section of the website (under MODULES).
- Complete Student Survey by 9/5 9 pm.

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

Discussion Forum-1 available (8/27 8:00 am – Sun., 9/2 9:00 pm)

Week 2
Week of Sept. 3 (Modules 3 & 4)
Textbook readings:
Mod. 3 - Chapters 3: Analyzing the External Environment &
Mod. 4 - Chapter 4: Analyzing an Industry
- Complete Student Survey by 9/5 9 pm.

Discussion Forum-2 available (9/3 8:00 am – Sun., 9/9 9:00 pm)

Week 3
Week of Sept. 10 (Module 5)
Textbook reading:
Mod. 5 - Chapter 8: Global strategy formulation

Discussion Forum-3 available (9/10, 8:00 am – Sun. 9/16, 9 pm)

Exam 1 - includes all material covered in prior weeks.
Availability period: Friday 9/14 7 am till Saturday 9/15 9 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. See Technical Problems (p.4 above) if you run into problems.
Week 4
Week of Sept. 17 (Modules 6 & 7)
Textbook Reading:
Mod. 6 - Chapter 6: *Formulating Business Unit Strategy*
Mod. 7 - Chapter 7: *Business Unit Strategy*

Discussion Forum-4 available (9/17 8:00 am – Sun., 9/23 9:00 pm)

Week 5
Week of Sept. 24 (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 (9/24 8:00 am – Sun., 9/30 9:00 pm)
Simulation: Each student must have completed at least 1 game by Sunday, 9/30.

Week 6
Week of Oct. 1 (Module 10)
Textbook Reading:
Mod 10. - Chapter 10: *Corporate Strategy- Managing the portfolio*

Discussion Forum-6 available (10/1, 8:00 am – Sun., 10/7, 9 pm)
Simulation: Last game must be completed by end of day Monday, 10/8

Week 7
Week of Oct. 8
Work on Simulation report.
Last game must be completed by end of day Monday, 10/8
Simulation Performance data (to be entered via weblink) – due by Thurs., 10/11.
Report due – no later than Thursday 10/11.

Week 8
Week of Oct. 16 - Finals Week
Exam 2 - includes all material covered since exam 1.
Availability period: Monday 10/15 7 am till Tuesday 10/16 9 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. 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 Canvas system: starting time begins when you hit “start/begin” and ending time is when you hit “Submit” and “Finish”.

7. Canvas **does not record any answer** entered after the allocated time has passed. Be aware that there may be a few seconds of processing time from the time you hit submit, so if you 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. 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.