Strategic Management\textsuperscript{1}  
MGMT 5760, Fall 2017

\textit{THIS IS AN 8 WEEK COURSE THAT MEETS THE 1\textsuperscript{ST} HALF OF THE SEMESTER – 8/28/17 – 10/20/17.}

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**  
Office hours: Monday 10 am – 1 pm (appointment recommended). Other times – by appointment.  
Online – as needed.

\textbf{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

\textbf{REQUIRED MATERIAL}

\textit{Textbook:}

A MODULE folder has been set up online for each learning unit (Module). In that folder, additional content (videos, study notes, PowerPoint slides) is provided. This content is an integral part of the course (and will help with your learning).

\textbf{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 as many times a day as you can, but not less than every 48 hours. Read all

\textsuperscript{1} Instructor reserves the right to make changes to the syllabus, as needed.
messages from me promptly, as they may include important information regarding assignments or course and e-mail me with any questions 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 address. If you do not check or use this account, make sure to log in and change the settings so that all messages from this account are forwarded to your preferred e-mail account. 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. This is important for two reasons: First, you will select a PIN for yourself, which will facilitate communication with me over email (see bullet # 3 under E-mail, in the Communication section below.) Second, if you complete the survey by Sunday, 9/4, 7 pm you will get a 5 point extra credit. 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 an established disability as defined in the ADA and would like to request accommodation, you must obtain an accommodation letter from UNT Office of Disability Accommodation (ODA). Any student that has obtained an accommodation should notify me AND ensure that I receive the ODA letter within the first week of the semester. If you have a letter of accommodation, please turn it to me immediately, and no less than 3 working days from 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**

1. **Online delivery**
   The course is taught as part of the AOP program – Accelerated Online Program and, as such, is of very intensive pace (expect to spend ~ 6-8 hour a week on this course). This course is taught using distance-delivery methods. Although the method provides flexibility, keep in mind that this course is not self-paced but has a set schedule of weekly assignments and deadlines that must be met as well as scheduled times and defined availability windows for taking exams.

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

3. **Technologies and platform**
   The course is taught through Blackboard Learn (BbL) and all activities are done through BbL. A document titled *Tutor Yourself BbL* is available under the *Start Here* folder on the course home page, and 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.

4. **Times & dates**
   All times noted in this syllabus are U.S. Central time. Also note that all dates are written according to U.S. conventional format (month / day):
   
   - 9/10 = September 10th
   - 10/9 = October 9th

5. **Technical help**
   If you have difficulty accessing the course, please contact the Blackboard Vista Support staff at vista@unt.edu, phone: (940) 565-2324; in person: Sage 130, [http://www.unt.edu/helpdesk/](http://www.unt.edu/helpdesk/). If you encounter a technical problem, you may notify me, but please do not contact me with technical questions as I cannot provide help with those. The Help Desk advisors can often walk you through a problem and solve it with you while on the phone, so make sure to contact them promptly.
   
   Please note that, to minimize connectivity problems in general, and especially during exams, **direct Broadband (not Wireless) connections are highly recommended**.

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

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

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

8. **Plagiarism and TurnItIn Policies**
   Course assignments / discussions / projects / exam questions will 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; 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.

9. **Kick-off Online Discussions**
   A kick-off online discussion forum titled “Meet the Prof” will begin at 7 a.m. on Tuesday August 29th and will continue through 7 pm on Sunday, Sept. 3rd. 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. I strongly recommend that you review this forum even if you do not have questions, as you may benefit from those asked by others. Lastly, the forum is for questions that are of relevance to the entire class. Questions associated with a student’s individual circumstances should be sent to the professor via email.

10. **Course Evaluation**.
   Course evaluations are conducted for all organized classes. At the end of the semester you will receive a message regarding the availability of the evaluations. Please take the time to complete this important activity.

**Performance Evaluation**

- Discussion forums (5 @ 60 points) 300 points
- Examination (2 @ 250 points) 500 points
- Simulation 200 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.
- Each DF can earn up to 60 points.
- Students can only submit 5 DFs (out of 6 available). The availability of six DFs is designed to provide flexibility and allow students to take a “personal break” or as an opportunity to make up for a DF missed due to emergency. It is not an “extra credit” opportunity and it is not possible to do all 6 and have the highest 5 count. The first 5 submitted will count.

Please review the document DF Guidelines & Grading posted on the website – for more details.

Exams

You will take two exams.

Exam I – Available Friday 9/15 7 am till Saturday, 9/16 9 pm
Exam II – Available Monday 10/16 7 am till Tuesday 10/17 9 pm

The 38-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.

Please review the document Examinations- Overview and guidelines, on the course website and 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 the challenges of strategic management. It is an individually played game, where you assume the role of a CEO having to make strategic decision 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, 9/24, and the last game must be completed no later than Sunday, 10/8.
- Plan on 30-45 minutes per game, although you may take longer if you like.
- Grading:
  - You will select ONE game of those you played – your BEST game (the one you believe you performed the best in)
o 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.

The folder *Management Simulation Game* on the course website consists of several documents, slides, and links. **Carefully review those** as they explain the steps to take and the grading criteria. Also available is material regarding company and industry background, game data, and tip on how to succeed as a CEO.
Course Schedule
(Instructor reserves the right to make changes, if needed)

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

Week 1
Week of Aug. 28 (Module 1, Module 2)
Introduction.
- Review website, get to know Blackboard Learn and take the tutorials indicated in the folder “Blackboard Learn”.
- Quality in eLearning: Prepare for this online course by reading the documents posted in the folder Quality in eLearning. “Meet the Prof” Discussion is available.
- Complete Student Survey by 9/4 9 pm to get bonus points.

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

Discussion Forum-1 available (8/28 8:00 am – Sun., 9/3 9:00 pm)

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

Discussion Forum-2 available (9/4 8:00 am – Sun., 9/10 9:00 pm)

Week 3
Week of Sept. 11 (Module 5)
Textbook reading:
Mod. 5 - Chapter 8: Global strategy formulation

Discussion Forum-3 available (9/11, 8:00 am – Sun. 9/17, 9 pm)

Exam 1 - includes all material covered in prior weeks.
Availability period: Friday 9/15 7 am till Saturday 9/16 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.
Week 4
**Week of Sept. 18** (Modules 6 & 7)
Textbook Reading:
Mod. 6 - Chapter 6: *Formulating Business Unit Strategy*
Mod. 7 - Chapter 7: *Business Unit Strategy*

**Discussion Forum-4 available** (9/18 8:00 am – Sun., 9/24 9:00 pm)

**Simulation:** Each student must have completed **at least 1 game** by Sunday, 9/24.

Week 5
**Week of Sept. 25** (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** (9/25 8:00 am – Sun., 10/1 9:00 pm)

Week 6
**Week of Oct. 2** (Module 10)
Textbook Reading:
Mod 10. - Chapter 10: *Corporate Strategy- Managing the portfolio*

**Discussion Forum-6 available** (10/2, 8:00 am – Sun., 10/8, 9 pm)

**Simulation:** Last game must be completed by Sunday, 10/8

Week 7
**Week of Oct. 9**

**Work on Simulation report.**
Performance data (to be entered via weblink) – due by Thurs., 10/12.
Report due – no later than Thursday 10/12.

Week 8
**Week of Oct. 16 - Finals Week**
**Exam 2** - includes all material covered since exam 1.
**Availability period:** Monday 10/16 7 am till Tuesday 10/17 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 Blackboard system: starting time begins when you hit “start/begin” and ending time is when you hit “Submit” and “Finish”.

7. Blackboard **does not record any answer** entered after the allocated time has passed. Be aware that Blackboard has a few seconds of processing time so if you wait to hit submit in the last seconds, you may not have your answer saved.

8. **Computer setup.** Make sure that your computer is properly configured and set up with all the necessary software, browser configurations, etc. for taking exams. Specific guidelines are available through the UNT HelpDesk website (www.unt.edu/helpdesk/bblearn/). It is your responsibility to have adequate and adequately configured computer equipment and software to take this online course.

9. **Technical help during an exam/quiz.** If you encounter technical problems, contact the Help Desk immediately (940-565-2324). **Make sure to have the phone number of the Help Desk handy and be mindful of their hours.** The folks there often can walk you through a solution over the phone. After you call the Help Desk, leave me an e-mail message to let me know you had a problem and whether it got corrected. In your email, include a phone number where I can reach you in case I am online and can call right away.

10. **Academic Integrity:** Use of cell phones, cameras, or any electronic device is not allowed during a test. Talking to other students, soliciting or giving help is not allowed. Copying, photographing or disseminating the questions in any form is prohibited. The first item in each test is an Integrity Confirmation. Confirming the statements on this item is a condition for getting credit on the test. Being dishonest about any statement of this item is a violation of academic integrity and subject to automatic F in this course and appropriate measures granted by the University for violating academic integrity.