E-Management: MGMT 4210
Fall 2025, online
Syllabus [1]

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Office hours:	Online / Phone: Tuesdays 12 noon – 3 pm. Other times by appointment. To ensure my availability you should contact me at least 24 hours in advance. I will respond with the zoom link. Virtual meetings only.

Course Description and Objectives

The increasing scope of commercial activity that is conducted electronically affects all businesses, often in radical ways. The electronic commercial activity influences the nature of competition, the structure of the supply chain, the types of opportunities and threats facing firms, and the effectiveness of a firm's strengths and capabilities. Further, the changes arrive on the information superhighway, leaving little time for firms to adjust and prepare, rapidly changing the face of competitive arenas.

This course has three main objectives:

1. To highlight emerging issues associated with managing traditional business given the increase in electronic commerce activity.
2. To explore which, when, and how online business activity can support a business and lead to competitive advantage.
3. To re-view traditional management issues such as strategy, supply chain management, organizational functions, or leadership in light of digital economy.

There are no pre-requisites for this course. However, this is a senior level course and is not recommended for students just starting their degree.

Required Material

Textbook: Gallaugher, J. M. 2024, *Information Systems: A Manager's Guide to Harnessing Technology*, v10 edition Flatworld knowledge. (The ONLY edition we go by.)
NOTE: The publisher introduces new editions frequently. Please do **NOT get any edition other than the v10 (not v10.1 or v11).**

Access Code to a digital version of the book can be purchased from UNT bookstore as well as from the publisher, through the link below. Visit the publisher website to determine the book option you prefer.
Publisher course site: https://students.flatworldknowledge.com/course/2609775

Important:
1. The publisher website (link above) offers a variety of study aids, such as flashcards or practice quizzes for each chapter. The Access Code to get to this material. Therefore, it is **not recommended to purchase a book at a place that does not provide an Access Code** – there may not be remedies for you to get one.
2. If you are considering a print version (as compared to an e-version), check with the publisher how long it will take for them to print a copy and for you to get it!

Additional material (videos, lecture notes, or links to articles, etc.) is available through relevant modules on Canvas.

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[1] Instructor reserves the right to make changes to the syllabus, as needed.

Communication

1) **Announcements**: All official announcements and bulletins are posted on the Canvas course website. You are responsible for knowing the information posted there. Canvas *Announcements* should be checked at least once in 48 hours during the semester.

2) **Email**
   a. Contact me at anat.barnir@unt.edu and include "MGMT 4210" in the subject of the email.
      I strive to respond to all emails no later than by the end of the following business day. If there is no response in that time frame, your email may have been misdirected, so please re-send it.
   b. Emails from me to the class are always sent to the default email, which is your EagleConnect/myUNT address. Check this email frequently, or change the settings so messages are forwarded to your preferred account.
   c. Address / Professionalism: Please maintain professionalism in writing and address. When addressing me, use Dr./Prof. Barnir (rather than Ms. / Mrs./Mr., "Hey Yo," "Hi Teach," etc.)
   d. Broadcast emails: Broadcast emails (emails sent from a student to the entire class or to a large group of students) are not allowed. Contact me if you feel you want to message the entire class.

Course Structure & Organization

a. The course is 100% online. All material and assignments are online and are available within the stated schedule (see pp. 9-10 of the syllabus).
b. **Modules** (learning units) are available through the Module Tab on Canvas.
   - The first Modules consist of general course information.
     i. *MGMT 4210: Introduction and policies:* This module provides general overview of policies and UNT resources.
     ii. *MGMT 4210: Guides & Guidelines:* This module provides information on course assignments, grading structure, and procedures (**VERY IMPORTANT**!)
   - The *Academic Integrity* module is to be reviewed during the first week of the semester, to ensure students are aware of important issues pertaining to work in this class. A quiz is available.
   - Weekly content modules are **organized by date and topic**, consistent with the syllabus schedule (p.8). Each Module outlines the objectives, content (readings, lecture notes, videos, etc.) and assignments. The *Material* section of each module outlines the reading and supporting material, which includes textbook readings as well as links to videos and required material.
   - This course is NOT self-paced: everyone will follow the stated schedule. Assignments are to be submitted according to the stated schedule.
c. All course activities are conducted only through Canvas. If you are not familiar with Canvas, you should review the ***Help?*** link on the navigation bar and tutorials.
d. ***Grade release policy***: Assignment and exam grades are typically released within 2-3 days of the end of the availability period. An announcement is made when grades are posted. All grade inquiries must be submitted within the Sunset rule timeframe (see p. 5).
e. ***Virtual class meetings***. On occasion, virtual class meetings will be held. The meetings, which will be held via Zoom, will be recorded. Because information communicated at the meetings is critical to success in the course, all students are expected to "attend" the meetings, either synchronously (attending the live meeting) or asynchronously (listening to the recording).
   Zoom Meeting Etiquette: Please review the guidelines for setting your zoom profile and general behavior, environmental setting, etc. The guidelines are available on the course website.

Technology & Skill Requirements

Minimum technology requirements for this course are:
- Computer
- Reliable internet connectivity and access. Note that Broadband connection (DSL, Cable, T-1 or better) is required for exams (NO wireless). Dialup and wireless connections have proved to be unreliable and should not be used to take exams.
- Software: Microsoft office suite (Word, PowerPoint, Excel), Adobe - acrobat
- Webcam
- Canvas Technical Requirements (https://clear.unt.edu/supported-technologies/Canvas/requirements)
Minimum required skills/capabilities
- Knowledge of basic computer skills, and use of Microsoft Word, Adobe-pdf, PowerPoint, Excel.

- o   knowledge of CANVAS functionalities

Technical Assistance
Part of working in the online environment involves dealing with the inconveniences and frustration that can arise when technology breaks down or does not perform as expected. The Student Help Desk is available for you to contact for help with Canvas or other technology issues.
    UIT Help Desk: (http://www.unt.edu/helpdesk/index.htm)
    Email: helpdesk@unt.edu   **Phone**: 940-565-2324   **In Person**: Sage Hall, Room 130
    For additional support, visit Canvas Technical Help

Troubleshooting during exams:
- o   If you encounter technical issues while taking a quiz/exam, call the Help Desk (940-565-2324). Feel free to email me **after** you talk to them, and in your email **provide a phone number** where I can reach you (if I am available at the time of the incident, I will call you.)
- o   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.

Writing Assistance
Students whose native language is not English and / or who feel they may need help with writing good graduate level assignments are encouraged to visit the UNT Writing Center and look into the resources provided. It is the student's responsibility to submit assignments that are well-written, using correct English, and which are clear to understand. Please contact the instructor with questions or concerns.

Course Schedule

The course presents content on a set schedule (see page 8-9 of this syllabus). Students who wish to move faster than the schedule may do so by reading ahead. However, all work / assignments to be turned in will be released and available to the entire class, uniformly, per schedule.

Requirements & Grading Policies

Assignment	Points
General / weekly work (29%)	
Course Verification quiz	20
Academic integrity Module quiz	20
Weekly Work:	
Reading Quizzes (9 @ 5 points)	45
Discussions (3 @ 40 points)	120
Tests & Assignments (71%)	
Technology, Business, and Society (TBS) assignment	120
Tests (3 @ 80 points each)	240
Company Audit Project	140
Points Possible	705 points

Letter grade equivalent:
A: 634-705   B: 564-633   C: 492-563   D: 423-491   F: less than 423

Course Verification Quiz (20 points)
This is a short quiz on key details from the syllabus and information posted on Canvas. The goal is to make sure students are fully aware of the different aspects of the course that are detrimental to success. The quiz covers the content of the syllabus, as well as the material covered on the course website under the *GUIDES & GUIDELINES* module. Pay attention to the item *Quality in eLearning* – specifically the sections on *Plagiarism, paraphrasing, and referencing*. The quiz has two attempts, with the highest score counting.

Academic Integrity Module quiz (20 points)
A module dedicated to issues related to academic integrity is available. The module outlines what is considered acceptable and what will not be considered acceptable (and subject to sanctions) in terms of such issues as plagiarism, cheating, online sourcing, etc. A short quiz is available at the end of the module. You can take this quiz multiple times.

Weekly work:
Each week there will be one weekly work – a quiz or a discussion assignment.
RQs (Reading Quizzes) (9 @ 5 points each)
A short quiz is available for each module's material (except on weeks where a discussion assignment is available) . The quiz is intended to help students assess their knowledge and encourage relearning of missed questions. Each quiz consists of 5 short questions and has 2 attempts, with the highest score counting. Students are encouraged to take all attempts, even if they get all points) because quiz questions are pulled from a question bank and may be different from each attempt.

Discussions (3 @ 40 points each)
You will submit three Discussion forum assignments (DFs) using the course Discussion Board. DFs consist of a question set focusing on the Module topic as well as responding and interacting with other students. Additional information is provided on Canvas.

Tests (3 @ 80 points each)
Four tests are available – and three are required. A test not taken grants zero points. The first three tests cover material from 4-5 modules each, and the last test – given during the week of final – covers all modules.
➢ Effectively, students who take the first three tests and are satisfied with their grades do not have to take the 4th (final) test.

- A student who had missed one of the first 3 tests for a reason considered "excused absence" should contact the instructor with documentation as soon as possible to discuss. The instructor will determine if makeup is possible or refer the student to the Dean of Students.
- If a student missed one of the first three tests for a reason that is not considered "excused," the student's grade is zero. This can take the 4th test, to replace the missed test.
- Tests availability times (Exams must be started and completed/submitted during the availability period):
  - Test 1: Sunday 9/21, 7:00 pm – Monday 9/22, 11:59 pm.
  - Test 2: Sunday 10/26, 7:00 pm – Monday 10/27, 11:59 pm
  - Test 3: Monday 11/7, 7:00 pm – Tuesday 11/8, 11:59 pm
  - Test 4 (Final): Monday 12/8, 7:00 pm – Wednesday, 12/10, 11:59 pm

See Additional guidelines and information on the course website.

Technology, Business, and Society (TBS) Assignment (120 points)
This is one of two major assignments in the course. Students will engage to give comprehensive consideration of the different ways in which how technology is developed and used can affect society. For this purpose, each student will select one book (fiction) from a list provided, read it, and prepare an assignment addressing different aspects of how the particular technology depicted in the book is used by business and the effects on society. Assignment can be done individually or in small groups (up to 3 people).
See details on Canvas.

Company Audit Project (final course) (140 points)
The second of two major assignments in the course students will engage to demonstrate their ability to apply the different concepts and frameworks they learned in the course. For this purpose, each student will select a company to audit in terms of its actual eManagement practices and analyze and recommend future actions to improve the company position, drawing on content learned in the course. This assignment, once turned in, will be available for the class to see. Once posted, students will be assigned a number of assignments to peer review / grade. The grade will be incorporated into the assignment grade. See details on Canvas. Individual or small teams (up to 3 people) are acceptable. More to be discussed in the second half of the semester.

Policies and Procedures
1. **Times & dates**
   Times noted in this syllabus reflect U.S. Central times. All dates are written according to U.S. conventional format (month / day): 9/10 = September 10th; 10/9 = October 9th
2. **Sunset Rule**
   Students have four (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 until the end of the semester. Note that exams are not returned, and students wanting to go over them should make an appointment (online or phone). Exam appointments are not scheduled during an exam's availability period.
3. **Attendance policy**
   This is a 100% online class with no required synchronous meetings. Students should log in and read announcements and emails **at minimum once every 48 hours**.
4. **Missed assignments /deadlines & late submission policy**
   a. **Missed deadlines due to excused absence:** *Legitimate, verifiable, and documented* excuses (e.g., medical emergencies, natural disasters) may grant accommodation but will be dealt with on a case-by-case basis. Contact me contact me via email prior to the scheduled event if possible, or as soon as possible after the missed event, along with supporting documents.
   b. **Missed deadlines due to unexcused absence:** Assignments (including quizzes & exams) are available for multiple days and, with proper planning, there should not be a reason to miss a deadline. In the event of a missed deadline, students may petition for late submission. If approved, late work will be graded as follows: Work late by 2 hours – 25% point deduction; Work late by more than 2 hours but less than 24 hours – 50% point deduction; Work late by more than 24 hours from due date – accepted only under special circumstances, point deduction TBD.
5. **Statement on the use of Artificial Intelligence**: In this course, I want you to engage deeply with the materials and develop your own critical thinking and writing skills. For this reason, *the use of Generative AI (GenAI) tools such as (but not limited to) Claude, ChatGPT, or Gemini is not permitted*. While these tools can be helpful in some contexts,

they do not align with our goal of fostering the development of your independent thinking. Using GenAI to complete any part of an assignment, exam, or coursework will be considered a violation of academic integrity, and will be addressed according to the Student Academic Integrity policy. Accordingly, ==by submitting work, the student submitting the work is attesting that the work is original and was created by the student.==

> **Exception:** Using GenAI tools is allowed to create images to be added to presentations. If AI was used to create an image, the student must indicate so on the slide consisting of the image.

6. ***Original work, Plagiarism, and TurnItIn policies***
    a. **Originality** of student work: Unless stated differently, **all coursework is individual**. This means that assignments are to be created by the student submitting the work and should reflect the original and authentic work of the student. When sources are used, they should be properly cited and referenced. Submitting work not originally and independently created by the student (including but not limited to work created by Artificial Intelligence) is considered cheating, as is the use of unauthorized assistance when taking exams / quizzes.
    b. Any work submitted may be checked electronically for originality. Originality checks include (but are not limited to) checks for similarity to already published work and for usage of unapproved assistance such as another student or artificial intelligence software. The instructor reserves the right to decide which assignments will be checked and will usually apply a randomized process.
    c. Evidence of lack of originality will result in a grade penalty and will be considered a violation of academic integrity. An assignment deemed plagiarized, not originally created by the student, or that is associated with any violation of academic integrity, will incur a grade of zero AND one letter grade drop in the final course grade. Additionally, violations may be referred to review by the University and as such, are subject to additional sanctions by the university.

7. ***Canvas Learning System grades***
    Grades posted in Canvas Learning System are unofficial. The instructor will keep official grades (in spreadsheet form) in a secure location. This is to protect against hacking of the Canvas Learning System and destruction of grade reports. Official grades and Canvas Learning System grades should match. Please check your grades regularly and contact your instructor to discuss discrepancies.

8. ***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.

9. ***Syllabus change policy***
    While there is no plan to change the syllabus, circumstances may arise that require changes to be made. In such instances, students will be notified.

10. ***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). 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).

11. ***Emergency notification procedures***
    UNT uses a system called Eagle Alert to quickly notify students with critical information in the event of an emergency (i.e., severe weather, campus closing, and health and public safety emergencies like chemical spills, fires, or violence). In the event of a university closure, please refer to Canvas for contingency plans for covering course materials

Intellectual property

Copyright and Intellectual Property Statement

State common law and federal copyright law protect all material appearing on this website and material distributed and presented for this course. The word m*aterial* includes (but is not limited to) all content and any document, slides, presentation, notes/text, exam, lecture, or recording. Whereas a student is authorized to take notes in class and to make a copy or print course material, the authorization extends to students in this course only, and only to making one set for the student's own personal use and no other use. You are ***NOT authorized to record or make copies of the material, lectures/notes/slides, to disseminate and/or provide your notes or course material to anyone else, or to make any commercial use of course material*** without express prior written permission from me. Exams and exam questions are also copyrighted material and disseminating them in physical, digital, or any manner is strictly prohibited. Failing to follow this policy is a violation of the UNT Code of Student Conduct and could lead to disciplinary action.

Class Recordings & Student Likenesses

Synchronous (live) sessions in this course may be recorded for students enrolled in this class section to refer to throughout the semester. Class recordings are the intellectual property of the university or instructor and are reserved for use only by students in this class and only for educational purposes. Students may not post or otherwise share the recordings outside the class, or outside the Canvas Learning Management System, in any form. Failing to follow this restriction is a violation of the UNT Code of Student Conduct and could lead to disciplinary action.

ADA Compliance

UNT makes reasonable academic accommodation for students with disabilities. Students seeking accommodation must first register with the Office of Disability Accommodation (ODA) to verify their eligibility. If a disability is verified, the ODA will provide a student with an accommodation letter to be delivered to faculty to begin a private discussion regarding one's specific course needs. Students may request accommodation at any time; however, ODA notices of accommodation should be provided as early as possible in the semester to avoid any delay in implementation. Note that students must obtain a new letter of accommodation for every semester and must meet with each faculty member prior to implementation in each class. For additional information see the ODA website (https://disability.unt.edu/). It is the student's responsibility to ensure that an ODA letter of needed accommodation has been received by your instructor no less than 3 working days prior to the time the accommodation is needed.

Academic Integrity

Please review the College of Business Integrity statement.

Academic Integrity Standards and Consequences. According to UNT Policy 06.003, Student Academic Integrity, academic dishonesty occurs when students engage in behaviors including, but not limited to cheating, fabrication, facilitating academic dishonesty, forgery, plagiarism, and sabotage. A finding of academic dishonesty may result in a range of academic penalties or sanctions ranging from admonition to expulsion from the University. 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

Transmission and recording f student images in electronically delivered courses.

This course employs lecture capture technology to record class sessions. Students may occasionally appear on video. Those recordings will be available to all students for study purposes.

Important notice for F-1 students taking distance education courses

See important notice about this issue on Canvas. Non-compliance may have serious immigration consequences.

UNT policies and resources

Please refer to the UNT policies section on the course website for additional important university policies and links to academic and wellness resources.

MGMT 4210, Fall 2025: Tentative Schedule[1]

Week / date	Module	Module Topic & reading Chapter number may be different from Module number!	Assignments & Due dates
Week 1 Starting 8/18	Course overview Academic Integrity	-Course and website overview, *Guides & Guidelines* section of the website **Academic Integrity Module**	➤ **Academic Integrity Quiz** ➤ **Course verification Quiz**
Week 2 Starting 8/25	M1	**Module 1: Setting the Stage** <u>Read & view:</u> Text, Ch. 1, Module vids **Course overview meeting** – <mark>Tuesday 8/26 7:30 pm – 8:15 pm (Zoom)</mark>	**DUE Sun., 8/31, 11:59 PM** ➤ **RQ**-M1 (Ch1) ➤ **Academic Integrity Quiz** ➤ **Course verification Quiz** ➤ **Submit TBS Assignment book choice**
Week 3 Starting 9/1	M2	**Module 2: The Manager's guide to Internet & Tech** <u>Read & View:</u> Text, Ch. 20, Module vids	**DUE Sun., 9/8, 11:59 pm** ➤ **RQ**-M2 (Ch.20)
Week 4 Starting 9/8	M3a	**Module 3a: Strategy and technology – concepts and frameworks for achieving success** <u>Read & view:</u> Text, Ch. 3, Module vids,	**DUE Sun., 9/7, 11:59 pm** ➤ **RQ**-M3a (Ch.3)
Week 5 Starting 9/15	M3b	**Module 3b – Zara case** <u>Read & view:</u> Text, Ch. 2, Module vids,	**DUE Sun., 9/21, <mark>7 pm</mark>** ➤ **RQ**-M3b (Ch.2) **DUE Sun., 9/21, 11:59 pm** ➤ **Discussion 1**
	TEST 1	**TEST 1** –(Modules 1 – 3b) Availability: Sun., 9/21 7 pm to Mon., 9/22, 11:59 pm	**DUE MON., 9/22, 11:59 pm** ➤ Test 1
Week 6 Starting 9/22	M4	**Module 4: Moore's Law & more** <u>Read & view:</u> Text, Ch. 6, Module vids,	**DUE Sun., 9/28,11:59 pm** ➤ **RQ**-M4 (Ch.6) ➤
Week 7 Starting 9/29	M5a	**Module 5a: Disruptive technologies** <u>Read & view:</u> Text, Ch. 7, Module vids,	**DUE Sun., 10/5, 11:59 pm** ➤ **RQ**-M5a (Ch.7) ➤ **Discussion 2**
Week 8 Starting 10/6	TBS assignment	Work week TBS (Technology, Business, & Society) assignment	**DUE Sun., 10/12, 11:59 pm** TBS assignment
Week 9 Starting 10/13	M5b	**Module 5b: Amazon Case** <u>Read & view:</u> Text, Ch. 8, Module vids,	**DUE Sun., 10/19, 11:59 pm** ➤ **RQ**-M5b (Ch.8) ➤ **Discussion 3**
Week 10 Starting 10/20	M6	**Module 6: Platforms and network effect markets** <u>Read & View:</u> Text, Ch. 10, Module vids	**DUE Sun., 10/26, <mark>7 pm</mark>** ➤ **RQ**-M6 (Ch.10)
	TEST 2	**TEST 2** –(Modules 4-6)	**DUE MON., 10/27, 11:59 pm**

		Availability: Sun., 10/26 7 pm to Mon., 10/27, 11:59 pm	➢ Test 2
Week 11 Starting 10/27	M7	**Module 7: The sharing economy** <u>Read & view:</u> Text, Ch. 12, Module vids **Project overview meeting** – Tuesday 10/28 (Zoom)	**DUE Sun., 11/2, 11:59 pm** ➢ **RQ-**M7 (Ch.12) ➢ Select company for project
Week 12 Starting 11/3	M8	**Module 8: Artificial Intelligence** <u>Read & view:</u> Text, Ch. 18, Module vids	**DUE Sun., 11/9, 11:59 pm** ➢ **RQ-**M8 (Ch.18) ➢ **Discussion 4**
Week 13 Starting 11/10	M9 & M10	**Module 9: Software in flux** <u>Read & view:</u> Text, Ch. 16 **Module 10: Information security issues** <u>Read & view:</u> Text, Ch. 21, Module vids	**DUE Sun., 11/16, 11:59 pm** ➢ **RQ-**M9 (Ch. 16) ➢ **RQ-**M10 (Ch. 21)
Week 14 Starting 11/17	TEST 3	**TEST 3** –(Modules 7-10) Availability: Mon., 11/17 7 pm to Tues., 11/18, 11:59 pm	**DUE Tues., 11/18, 11:59 pm** ➢ Test 3
	Co Audit assignment	**Project work time**	
Week 15		Thanksgiving Break	
Week 16 starting 12/1 to Finals week	Co Audit assignment. Test 4	Project Due Peer review due	**DUE Mon 12/1, 11:59 pm** ➢ Project **DUE Friday., 12/5, 11:59 pm** ➢ Project peer grading
	Test 4	**Test 4 (Final)** (Modules 1 – 10, Optional) Availability: Mon., 12/8 7 pm – Wed., 12/10, 11:59	**DUE Wed. 12/10, 11:59 pm** ➢ Test 4 (Final)

[1]Instructor may change schedule, if needed.