

Strategic Management

MGMT 5760.001 – Summer 2023 5w1

Syllabus ¹

THIS IS A 5-WEEK COURSE THAT RUNS FROM 5/22/2023 UNTIL 6/23/2023 (Summer 5w1)

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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 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:

1. Describe the primary functions and activities of strategic management
2. Analyze the external environment and its impact on business strategy
3. Identify internal strengths and weaknesses and evaluate their impact on strategy planning and implementation
4. Critically evaluate strategic moves deployed and recommend alternative options for firms
5. Explain how a company can use and develop a resource base to effectively execute its strategy
6. Discuss the value of corporate business portfolio and recommend the best portfolio for a business

There are no pre-requisites for this course.

Material

Course Reading Packet (CRP): to be purchased directly from Harvard Business Publishing. The packet consists of required articles and core lessons. Click on the link to the [course reading packet](https://hbsp.harvard.edu/import/1054025) (<https://hbsp.harvard.edu/import/1054025>) and follow the instructions on how to purchase. This is a digital packet and is available as soon as purchased.

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

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.

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

2) Email

- a. Contact me at anat.barnir@unt.edu and include “MGMT 5760.001” 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. 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 p. 8 of the syllabus)
- b. [Modules](#) (learning units) are available through [the Module Tab on Canvas](#).
 - The first Modules consist of general course information.
 - i. *MGMT5760: Introduction and policies* - provides general overview of policies.
 - ii. *MGMT 5760: Guides & Guidelines* – provides information on course assignments and procedures (VERY IMPORTANT!)
 - [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 selected reading from the CRP. Links to videos and other material that support learning are also provided.
 - Be aware that the course is not self-paced: everyone will [follow 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.

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 (or a technology that allows for on-camera participation)
- [Canvas Technical Requirements](https://clear.unt.edu/supported-technologies/Canvas/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.
- 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

Telephone Availability:

- Sunday: noon-midnight
- Monday-Thursday: 8am-midnight
- Friday: 8am-8pm
- Saturday: 9am-5pm

Laptop Checkout: 8am-7pm

For additional support, visit [Canvas Technical Help](#)

Troubleshooting during exams:

- 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.)
- 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

See page 8 of this syllabus.

Students who wish to move faster than the scheduled pace may do so by reading ahead. However, all work that is to be turned in (e.g., [assignments](#), [quizzes](#), [exams](#), etc.) will be released to the entire class, uniformly, [per schedule](#).

Course Requirements & Grading Policies

Assignment	Points
Course Verification quiz	20
Discussions (2 @ 50 points each)	100
Exams (2 @ 110 points each)	220
Strategic Analysis presentation (110)	110
Reading Quizzes (7 @ 14 points each)	98
Points Possible	548 points

Letter grade equivalent:

A: 493-548 B: 438-492 C: 383-437 D: 329-382 F: less than 329

Course Verification Quiz

A short quiz on key details from the syllabus and information posted on Canvas is available. The goal is to make sure students do not get lost in the information provided and are fully aware of the different aspects of the course that are detrimental to success. The quiz has three attempts, with the highest score counting.

Discussion Forums –(DF) assignments (2 @ 50 points each)

You will submit two Discussion Forum assignments (DFs) using the course Discussion Board. DFs consist of a question set focusing on the Module topic, and also entail responding and interacting with other students. You should consider a Discussion assignment a short paper that requires both application of the module material as well as outside research.

- a. Each DF is available for one week, per course schedule and should be submitted within its timeframe. It is recommended to review this assignment early in the week, to ensure you have enough time to do the necessary research and prepare quality work.
- b. There are 3 Discussions available and you may choose any 2 to submit. You may submit ONE additional discussion, in which case the 2 highest scores will count.
- c. **Submission and originality.** All DFs are submitted through Canvas (ONLY) and are expected to be the original work of the student submitting them. Submissions will be subject to **originality analysis**. If there is evidence of excessive similarity to other work or that parts of the work were not written by the student (e.g., copied, prepared by artificial Intelligence software) the assignment will receive a grade of zero that is non-recoverable (cannot be replaced by another discussion).
- d. **No Makeups:** DFs are available for multiple days, and there are no provisions for missed / late DFs. Please plan and submit by the deadline to get credit.

For grading rubric and more details, see **DF Assignment Guidelines** posted on the website.

Reading Quizzes (RQs)(7 @ 14 points each)

Short quizzes are available for each reading unit, per course schedule (typically 2 a week). Quizzes are intended to help you assess your understanding of the material, and therefore have 2 attempts with the highest score counting. Quizzes are available during the time a Module is available – Monday 8 am to the following Sunday, 11:59 pm (**exceptions on weeks of exams** – Quizzes and exams are not open at the same time – see schedule). Quizzes consist of 14 multiple choice / True-False questions. Eight quizzes are needed (10 are available): you may (and are encouraged) to take all the available quizzes and then have the lowest scores dropped. Please review the Appendix at the end of this document.

Exams (2 @ 110 points each)

You will take two major exams.

- Exam I – Available **Saturday, 6/10, 5:00 pm to Sunday, 6/11 11:59 pm**
 - Retake: Monday, 6/12, 9:30- 11:00 am.
- Exam II – Available **Thursday 6/22, 5:00 pm to Friday, 6/23, 5:00 pm**
 - Retake: Friday, 6/23, 6:00 pm to 7:30 pm.

Exam retake: students who fail an exam will have an opportunity to retake it, for a score of up to 70% (77 points out of 110). Please see Canvas for additional information. Retakes require prior approval from the instructor.

Each exam lasts approximately 60 minutes and may consist of multiple choice, True/False, and short answer questions. Exams cover all the material in the module. See Exam Information on Canvas.

Strategic Analysis presentation (110 points)

You will record a presentation for the class that addresses a strategic management issue in a company of your choice. The presentations will be modeled after the [Pecha Kucha](#) format, a brief, highly structured presentation format. Grades of the submitted presentation will be partially based on the reviews of other students.

See **Presentation Guidelines**, posted on Canvas course website.

Course Schedule

See *Course Schedule* at the end of this syllabus ([p. 8](#)) for [detailed schedule of topics](#), assignments, and due dates. Students who wish to move faster than the scheduled pace may do so by reading ahead. However, [assignments](#) (quizzes, discussions, etc.) will be released to the entire class, uniformly, [per schedule](#).

Policies & Procedures

1. **Times & dates**

Times noted in this syllabus reflect **U.S. Central times**. Also note that all dates are written according to U.S. conventional format (month / day): 6/5 = June 5th ; 5/6 = May 6th

2. **Sunset 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 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 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. Therefore, 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 assignments** will be graded as follows: Assignment late by 2 hours – 25% point deduction; Assignment late by more than 2 hours but less than 24 hours – 50% point deduction; Assignment late by more than 24 hours from due date – accepted only under special circumstances, point deduction TBD.

5. **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 independent 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 is considered cheating, as is the use of unauthorized assistance when taking exams / quizzes.
- b. Any work submitted in the course **may be checked electronically** for originality. Originality checks include (but are not limited to) checks for similarity to already published work and checks 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. Sufficient evidence of lack of originality will result in a grade penalty and will be considered a violation of academic integrity.
*****Consequences.** 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.

6. **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.

7. **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.

8. 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.

9. 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).

10. 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 *material* 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](http://policy.unt.edu/sites/default/files/untpolicy/pdf/7-Student%20Affairs-Academic%20Integrity.pdf)

Transmission and recording of 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.

Tentative Course Schedule¹

Week	Topic & reading material (CRP=Course Reading Packet)	Assignments & Due dates (RQ=Reading Quiz, DF= Discussion Forum)
Week 1 Starting 5/22	-Review website, <i>Guides & Guidelines</i> section of the website Mod 1: Introduction to strategy Read: CRP: Introduction to strategy (RQ #1) Mod 2: Strategy in the digital age Read: CRP: The Digital Transformation of Kroger	DUE Sun., 5/28, 11:59 PM ➤ RQs (RQ#1) ➤ Discussion 1 ➤ Course quiz
Week 2 Starting 5/29	Mod 3: Analyzing Industries Read: CRP: Industry analysis (RQ #3) Mod 4: Environmental dynamism and change Read: CRP article: Product life cycle (RQ #4)	DUE Sun., 6/4, 11:59 PM ➤ RQs (RQ#3 & RQ #4) ➤ Discussion 2 ➤ Send email with name of company to work on for project
Week 3 Starting 6/5	Mod (5a& 5b): Business level strategy Read: (Mod 5a): CRP Competitive advantage (RQ#5a) (Mod 5b) – CRP article : Types of Strategy (RQ #5b)	DUE Sat., 6/10, 5:00 pm ➤ RQs (RQ#5a & RQ #5b) DUE Sun., 6/11, 11:59 PM ➤ Discussion 3 ➤ Exam 1
	Exam 1 – Covers Modules 1-5 Availability: Saturday 6/10 5:00 pm to Sunday 6/11, 11:59 pm Retake – Monday 6/12 9:30-11 am	➤ Exam 1 – DUE – Sun., 6/11, 11:59 pm.
Week 4 Starting 6/12	Mod 6: Global strategy Read: CRP: Competing globally (RQ #6) Mod 7: Implementation & Execution principles Read: CRP: Executing Strategy (RQ #7)	DUE Sun., 6/18, 11:59 PM ➤ RQs (RQ#6 & RQ #7) ➤ Strategic Analysis Project presentation
Week 5 Starting 6/19	Mod 9: Corporate strategy formulation Read: CRP: Corporate strategy (RQ #9) Mod 10: Corporate Strategy Management Read: CRP: Note on Portfolio techniques (RQ #10)	DUE Thurs., 6/22, 5:00 PM ➤ RQs (RQ#9 & RQ #10) ➤ Presentation Review (weblink) DUE Fri., 6/23, 5:00 PM ➤ Exam 2
	Exam 2 – Covers Modules 6-10 Availability: Thursday 6/22 5:00 pm to Friday, 6/23, 5 pm Retake – Friday 6/23 6 -7:30 pm	➤ Exam 2 – DUE – Friday, 6/23, 5:00 pm.

¹Instructor may change schedule, if needed.