

Strategic Management

MGMT 5760.002 – Spring 2023

Syllabus ¹

THIS IS AN 8-WEEK COURSE THAT RUNS FROM 1/17/2023 UNTIL 3/10/2023 (8w1)

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E-mail: anat.barnir@unt.edu ****best way to reach me ** Please do not use Canvas email!**
Office hours: Online / Phone: Tuesdays 12 noon – 3 pm. Other times by appointment. To minimize scheduling conflicts and ensure proper setup of private zoom meeting, please email me the night before that you wish to visit with me. I will respond with the zoom link.

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 to this course.

Material

Course reading packet (CRP): to be purchased directly from Harvard Business Publishing. This packet consists of required articles and core lessons. Click on the link to the [course reading packet](https://hbsp.harvard.edu/import/1019021) (<https://hbsp.harvard.edu/import/1019021>). This is a digital course packet and is available to you as soon as purchased.

The reading packet consists of “required” and “optional” material.

- The *Required* material should be obtained no later than the first day of the semester as all of it is content that is covered weekly.
- The *Optional* material consists of cases. You can hold off on purchasing those as you will only need one case for the end of semester project. We will discuss this later in the semester.

Additional material will be available as videos, lecture notes, or links to articles, through the Module on Canvas.

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.
- 2) **Email**
 - a. Contact me at anat.barnir@unt.edu and include “**MGMT 5760.002**” in the subject of the email. I strive to respond to all email 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 is always sent to [the default email](#), which is your EagleConnect/myUNT address. If you do not check or use this account, please change the settings so messages sent to it are forward to your preferred account.
 - c. 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 permission. Please contact me if you feel you want to message the entire class.
- 3) **FAQ discussion board**
- 4) This is a discussion forum intended for posting and answering questions regarding the course, assignments, etc. It is the equivalent to students asking questions during class, so feel free to post any question that you would consider asking in an onsite class. Make sure to skim this forum occasionally so you do not miss out on information.

Course Structure & organization

- a. The course is [100% online](#). All material and assignments are online, and are available within the stated schedule (see p. 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. *MGMT5760: Introduction and policies* - provides general overview of policies.
 - ii. *MGMT 5760: Guides & Guidelines* – provides information on course assignments and procedures (VERY IMPORTANT!)
 - iii. *Module5760: Academic Integrity* module should be completed by the end of week 2.
 - [Weekly content modules](#) are [organized by date and topic](#), consistent with the syllabus schedule (p,10). 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.
 - Please note that the course is not self-paced: everyone will [follow the stated schedule](#).
- c. **Virtual live class meetings.** On occasion, virtual live class meetings will be held. The meetings, which will be held via Zoom, are not mandatory and will be recorded.
- d. All course activities are conducted only through Canvas. If you are [not familiar with Canvas](#), please review the **Help?** link on the navigation bar and tutorials.

Technology & Skill Requirements

Technology / Capability 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. Here at UNT we have a [Student Help Desk](#) that you can 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

Walk-In Availability: 8am-9pm

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 10 of this syllabus.

Course Requirements & Grading Policies

Assignment	Points
Discussion assignments (2 @ 40 points each)	80
Module Quizzes (8 @ 7 points each)	56
Academic Integrity Module quiz	5
Learner profile survey	5
Study questions assignment (2 @ 20 each)	40
Exams (2 @ 120 points)	240
Final course project (team)	120
Total Points Possible	546 points

Letter grade equivalent:

A: 491-543 B: 436-490 C: 382-435 D: 327-381 F: less than 327

Discussion Forums (DF) assignments (2 @ 40 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.

- 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.

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

Reading Quizzes (RQs) (8 @ 7 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 (exception on week 3 due to exam I). Quizzes consist of 14 multiple choice / True-False questions. Eight quizzes are needed (11 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.

Academic Integrity Module quiz (5 points)

A module dedicated to issues related to academic integrity is available. This is a very important module as it 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 survey is available at the end of the module. You can take this quiz multiple times (the objective is that you get all questions current!)

Learner profile Survey (5 points)

A short survey will be available starting the second week of the semester, to help identify your learning and teamwork style. You will be guided through a brief set of activities and questions, and then take the survey.

This is an all-or-nothing grade: complete as required and get all points.

Study Questions assignments (2 @ 20 points each)

You will receive a list of questions for each of the modules. You will turn in the answers per guidelines. The assignments will assist in integrating the material and in preparing for the exams. This is an individual assignment. See **Study Question assignment** guidelines posted on the website.

Exams (2 @ 120 points each)

You will take two major exams.

- Exam I – Available **Friday 2/3 1:30 pm to Sunday, 2/5 5 pm**
- Exam II – Available **Thursday 3/9, 7 am to Friday, 3/10, noon**

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. Details on exam will be provided.

Exam retakes: Students who receive a score below 70% (84 points out of 120) will be able to retake the exam, for a maximum of 84 points. Retakes are intended to give students who failed/did very poorly on an exam an opportunity for grade recovery to a passing grade. There are special provisions for Exam re-takes – please see **Exam Guidelines**, posted on Canvas course website.

Please review the Appendix at the end of this document regarding safeguards and preparations for exams.

Comprehensive Course Project (120 points)

A comprehensive project is scheduled for the last 2 weeks of the semester. You will select a case (from options provided in the CRP) and will demonstrate your ability to conduct a comprehensive strategic analysis on most topics covered in the course. This project is designed as a team project (4-6 students). Grades will be subject to peer evaluation.

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

Course Schedule

See **Course Schedule at the end of this syllabus (p. 10) 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

I. 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): 2/3 = February 3rd ; 3/2 = March 2nd

II. Sunset Rule

Students have five (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.

III. 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**.

IV. Missed assignments /deadlines

- **Missed deadlines due to excused absence**
Legitimate, verifiable, and documented excuses (e.g., 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**. 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, along with **supporting documents**.
- **Missed deadlines due to unexcused absence**
- Assignments 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 to submit an assignment late. If approved, **late assignments** will be graded as follows: Assignment late by 2 hours – 20% 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.

V. Plagiarism and TurnItIn policies

Course assignments / discussions / projects / or exam questions **may be checked electronically** at **www.TurnItIn.com** for similarities to already published work appearing in an extensive database, to prevent plagiarism and to ensure independent and original work of students. The instructor reserves the right to decide which assignments will be checked and will usually apply a randomized process. **Plagiarism will not be tolerated** and will be considered as a breach of UNT academic Integrity Policy. An assignment deemed plagiarized will incur a grade of zero. **High similarity scores** may be interpreted to indicate of

unapproved collaboration or use of unapproved resources and may result in grade penalty. Please reference the *Academic Integrity module*.

- **Originality of student work**

All coursework is individual, meaning 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.

When an assignment entails collaboration (as in team project) it will be specifically indicated.

VI. Canvas Learning System grades

Grades posted in Canvas Learning System are **unofficial**. Your 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.

VII. 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.

VIII. Syllabus change policy

While there is no plan on changing the syllabus, circumstances may arise that require changes to be made. In such instances, students will be notified.

IX. 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).

X. 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

XI. Emergency Evacuation Procedures for Business Leadership Building:

Severe Weather In the event of severe weather, all building occupants should immediately seek shelter in the designated shelter-in-place area in the building. If unable to safely move to the designated shelter-in-place area, seek shelter in a windowless interior room or hallway on the lowest floor of the building. All building occupants should take shelter in rooms 055, 077, 090, and the restrooms on the basement level. In rooms 170, 155, and the restrooms on the first floor.

Bomb Threat/Fire In the event of a bomb threat or fire in the building, all building occupants should immediately evacuate the building using the nearest exit. Once outside, proceed to the designated assembly area. If unable to safely move to the designated assembly area, contact one or more members of your department or unit to let them know you are safe and inform them of your whereabouts. Persons with mobility impairments who are unable to safely exit the building should move to a designated area of refuge and await assistance from emergency responders. All building occupants should immediately evacuate the building and proceed to the south side of Crumley Hall in the grassy area, west of parking lot 24.

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 accommodations 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 \(https://disability.unt.edu/\)](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 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.

Sexual Assault Prevention

UNT is committed to providing a safe learning environment free of all forms of sexual misconduct, including sexual harassment sexual assault, domestic violence, dating violence, and stalking. Federal laws (Title IX and the Violence Against Women Act) and UNT policies prohibit discrimination on the basis of sex, and therefore prohibit sexual misconduct. If you or someone you know is experiencing sexual harassment, relationship violence, stalking, and/or sexual assault, there are campus resources available to provide support and assistance. UNT's Survivor Advocates can assist a student who has been impacted by violence by filing protective orders, completing crime victim's compensation applications, contacting professors for absences related to an assault, working with housing to facilitate a room change where appropriate, and connecting students to other resources available both on and off campus. The Survivor Advocates can be reached at SurvivorAdvocate@unt.edu or by calling the Dean of Students Office at 940-565- 2648. Additionally, alleged sexual misconduct can be non-confidentially reported to the Title IX Coordinator at oeo@unt.edu or at (940) 565 2759.

Important Notice for F-1 Students Taking Distance Education Courses

Federal Regulation

To read detailed Immigration and Customs Enforcement regulations for F-1 students taking online courses, please go to the Electronic Code of Federal Regulations website at <https://www.ice.gov/sevis/schools/reg#f6iv>. The specific portion concerning distance education courses is located at Title 8 CFR 214.2 Paragraph (f)(6)(i)(G). The paragraph reads:

(G) For F-1 students enrolled in classes for credit or classroom hours, no more than the equivalent of one class or three credits per session, term, semester, trimester, or quarter may be counted toward the full course of study requirement if the class is taken on-line or through distance education and does not require the student's physical attendance for classes, examination or other purposes integral to completion of the class. An on-line or distance education course is a course that is offered principally through the use of television, audio, or computer transmission including open broadcast, closed circuit, cable, microwave, or satellite, audio conferencing, or computer conferencing. If the F-1 student's course of study is in a language study program, no on-line or distance education classes may be considered to count toward a student's full course of study requirement.

University of North Texas Compliance

To comply with immigration regulations, an F-1 visa holder within the United States may need to engage in an on-campus experiential component for this course. This component (which must be approved in advance by the instructor) can include activities such as taking an on-campus exam, participating in an on-campus lecture or lab activity, or other on-campus experience integral to the completion of this course.

If such an on-campus activity is required, it is the student's responsibility to do the following:

- (1) Submit a written request to the instructor for an on-campus experiential component within one week of the start of the course.
- (2) Ensure that the activity on campus takes place and the instructor documents it in writing with a notice sent to the International Student and Scholar Services Office. ISSS has a form available that you may use for this purpose.

Because the decision may have serious immigration consequences, if an F-1 student is unsure about his or her need to participate in an on-campus experiential component for this course, s/he should contact the UNT International Student and Scholar Services Office (telephone 940-565-2195 or email internationaladvising@unt.edu) to get clarification before the one-week deadline.

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.

Ryan College of Business - Statement on Academic Honesty

The G. Brint Ryan College of Business takes academic honesty seriously. Ethics and integrity are important business values, essential to building trust and adhering to both professional and legal standards. Academic dishonesty destroys trust, damages the reputation and the value of the degree and is unacceptable.

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 from admonition (a warning) to expulsion from the University.

Some of the most common examples of academic integrity violations include plagiarism or cheating, such as unauthorized assistance on examinations, homework, research papers or case analyses. Your work must be entirely your own. When working on assignments, you should not discuss your work with others unless approved by the course instructor. Group assignments should only be discussed with members assigned to your group, and all group members may be held accountable in some way for known academic integrity violations in a group assignment.

Another example of academic dishonesty relates to improper attribution. When preparing your assignments, you must cite all outside sources in the manner requested by your instructor. Copying or using material from any source prepared by or previously submitted by others, at UNT or other institutions, or downloaded from the Internet, is plagiarism. Unless directed otherwise in an assignment, large scale “cutting and pasting” from other sources, even if properly footnoted, is not appropriate. You should synthesize this material in your own words and provide a footnote.

Your instructor will specify what materials, if any, may be used on the tests and exams. Using materials other than those permitted, talking with other individuals during the exam, individuals exchanging information about an exam when one has taken the exam and the other has not, or copying or using material from another individual’s exam is academic dishonesty and will result in a meeting to discuss academic integrity violations and potentially issue sanctions mentioned above, and may result in ineligibility for academic scholarships. The use of online assistance, such as sites commonly used for finding homework solutions, group chat, cell phones, smart watches, and similar tools during exams is not allowed for any reason unless specifically permitted. No portion of an exam may be copied or photographed without permission.

Students are expected to conduct themselves in a manner consistent with the University's status as an institution of higher education. A student is responsible for responding to a request to discuss suspected academic dishonesty when issued by an instructor or other University official. If a student fails to respond after a proper attempt at notification has been made, the University may take appropriate academic actions in the absence of the student’s participation.

Tentative Course Schedule¹

Week/Date	Topic Description & Material (CRP=Course Reading Packet; RQ = Reading Quiz)
Week 1 Starting 1/17	<ul style="list-style-type: none"> ▪ Review website, <i>Guides & Guidelines</i> section of the website (under <i>MODULES</i>) Mod 1: introduction to strategy Read: CRP: Introduction to strategy (RQ #1) Mod 2: Performance in changing environments Read: CRP: Sustaining Competitive advantage (RQ #2) Turn in: <ul style="list-style-type: none"> ➤ RQs (RQ#1 & RQ #2), available Monday – Sunday 11:59 pm ➤ Academic Integrity Module quiz available Monday – Sunday 11:59 pm
Week 2 Starting 1/23	Mod 3: Analyzing Industries Read: CRP: Industry analysis (RQ #3) Mod 4: Environmental dynamism and uncertainty Read: CRP: Product life cycle (RQ #4) Turn in: <ul style="list-style-type: none"> ➤ Discussion 1: available Monday – Sunday 1/29, 11:59 pm ➤ RQs (RQ#3 & RQ #4), available Monday - Sunday 11:59 pm
Week 3 Starting 1/30	Mod 5: Global strategy Read: CRP: Competing globally (RQ #5) Turn in: <ul style="list-style-type: none"> ➤ Study Question assignment 1 due (Sunday 2/5, 11:59 pm) ➤ RQ (#5): available Monday – Friday 2/3, 1:30 pm Exam 1 – All material covered Modules 1, 2, 3, 4 & 5 Availability period: Friday 2/3 1:30 pm to Sunday, 2/5, 5:00 pm. DUE – 2/5, 4 pm
Week 4 Starting 2/6	Mod 6a & 6b: Business level strategies Read: (Mod 6a) - CRP: Competitive advantage (RQ #6a) (Mod 6b) - CRP: Types of Strategy: Which fits your business (RQ #6b) Turn in: <ul style="list-style-type: none"> ➤ Discussion 2: available Monday – Sunday 2/12, 11:59 pm ➤ RQs (RQ#6a & RQ #6b): available Monday – Sunday 11:59 pm ➤ Friday 2/10: Learner Profile Survey due, select project case
Week 5 Starting 2/13	Mod 7: Implementation & execution principles Read: CRP: Executing strategy (RQ #7) Mod 8: Innovation and technology Read: CRP: Technology strategy (RQ #8) Turn in: RQs (RQ#7 & RQ #8) available Monday – Sunday 11:59 pm
Week 6 Starting 2/20	Mod 9: Corporate strategy formulation Read: CRP: Corporate strategy (RQ #9) Mod 10: Corporate Strategy Management Read: CRP: Portfolio techniques for corporate planning (RQ #10) Turn in: <ul style="list-style-type: none"> ➤ Discussion 3: available Monday – Sunday 2/26, 11:59 pm ➤ RQs (RQ#9 & RQ #10): available Monday – Sunday 11:59 pm
Week 7 Starting 2/27	Final Project – Work week ➤ Study Question assignment 2 due (Sunday 3/5, 11:59 pm)
Week 8 Starting 3/6	Case Project, Exam 2 Turn in: <ul style="list-style-type: none"> ➤ Final project : DUE: Monday 3/6, 11:59 pm ➤ Peer evaluation DUE Tuesday, 3/7, 11:59 pm ➤ Study Question assignment 2 due (Friday 3/10, noon) ➤ Exam 2 – Includes Modules 6, 7, 8, 9 & 10 Availability period: Thursday 3/9 7 am to Friday, 3/10, noon. DUE - 3/10, 11 am.

¹Instructor may change schedule, if needed.

Appendix – IMPORTANT INFORMATION REGARDING EXAMS / QUIZZES

1. Carefully read the information on the Exams/Quizzes available in previous pages of this syllabus.
2. Exams/Quizzes are available online, and you can access them from any desktop or laptop. **It is not recommended to take exams/quizzes 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 / Quizzes are available for a specific period of time, referred to as the **availability period**. Availability period is that period during which you can access the Exam / Quiz. Canvas locks the Exam/Quiz at the end of the availability period after which it is not possible to submit answers (even if you started the exam/quiz during the availability period). In other words, **if you want to have the full allotted time for the exam/quiz, you must start it early enough so that you will have the entire allotted time before the availability period ends**.
5. It is strongly recommended **NOT to wait until the last hours of the availability period to access an exam/quiz**. 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 / Quiz*.)
6. Time of test is measured by Canvas system.
7. Canvas **does not record any answer** entered after the availability period. 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/Quizzes. 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 testing. 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 exam is an Integrity Confirmation. Confirming the statements on this item is a condition for getting credit. 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.