E-Management - MGMT 4210 (sections 001, 026)
Syllabus (tentative)¹
Summer 2019  3W1

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Office:  385 F, Business Leadership Building
Phone:  940-565-4334
E-mail:  anat.barnir@unt.edu  **best way to reach me**
Office hours:  Mondays, 10 am -1 pm (appointment recommended). Other times – by appointment. Online – as needed.

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 the 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 the light of digital economy.

Required Material


Access Code to an electronic version of the book (as well as to practice quizzes) is available from UNT bookstore. This access code can also be upgraded through the publisher to add additional formats, such as downloadable version or a print book.

Link to the publisher course site:  https://students.flatworldknowledge.com/course/2589013. The publisher website is important for students, because not only does it offer multiple purchase opportunities, but it also offers access to a variety of study guides such as practice quizzes and flashcards.

It is NOT recommended to purchase the book at a place that does not provide you with an Access Code as there may not be any remedies for you to get one.

¹ Instructor reserves the right to make changes to the syllabus/schedule, as needed.
**Course Organization**

In Maymester, the course modules are organized into three Module Sets, which are available for a set time. Each Module Set is associated with 4 Modules, readings, videos, assignments, and concludes with an Exam. Make sure to review the course schedule for Module Sets availability periods and due dates as exams and assignments can be submitted during specific times only. See pages 7 & 8 of this syllabus.

Assignment and exam grades are typically released within days of the end of availability period. An announcement is made when grades are posted. It is important to stay on top of the grading, track your progress, and bring up any questions you have within a reasonable time (see Sundown rule, p. 4).

**Communication**

1) Announcements
   This is the primary means by which I communicate important information to the entire class. Make a habit of checking this link no less than every 48 hours. Make sure to read all messages from me promptly and e-mail me with any questions or concerns.

2) E-mail communication
   a) **Contact** me at anat.barnir@unt.edu. Include “MGMT4210” in the subject of the email.
   b) **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.
   c) If your email pertains to personal or sensitive information (such as grades), please include your student ID below your signature.
   d) **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 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.
   e) **Default email for receiving course communication.** All e-mails from me to the class are sent to 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. For instructions and assistance, visit: https://eagleconnect.unt.edu/.
   f) **Address/professionalism:** Please maintain professionalism in writing and address. When addressing me, use Dr./Prof. Barnir (rather than Ms./Mrs./Mr. or “Hey Yo”, “Hi Teach”, etc.)

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.

**ADA Compliance**

The College of Business complies with the Americans with Disabilities Act in making reasonable accommodation for qualified students with disability. If you have a disability and would like to request accommodation, you must obtain an accommodation letter from UNT Office of Disability Access (ODA). Any student that has obtained an accommodation should notify me AND ensure that I receive the ODA letter within the first week of the semester. Students may request an ODA accommodation anytime during the semester, but the ODA notification of a needed accommodation must be received by me no less than 3 working days prior to the time the accommodation is needed. For additional information, see the ODA website at http://www.unt.edu/oda, or contact them at 940-565-4323.

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**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 Methods of Instruction**

**I. Online delivery & technology requirements**

a. The course is 100% online course and utilizes distance-learning methods. Although the methods provide flexibility, the course has a set schedule of weekly assignments and deadlines that must be met as well as scheduled times and defined availability windows for taking quizzes/tests/exams or submitting assignments.

b. All course assignments are accepted ONLY through CANVAS. If you are not familiar with Canvas, browse through the guides and tutorial links, which are available through the Help? link appearing at the bottom of the navigation bar on the course home page.

c. You MUST have reliable internet access to complete it successfully. You may access the course from any desktop, laptop, or a mobile device (iPad, tablet, smartphone). However, past experience taught us that internet connectivity is less reliable from mobile devices. It is therefore strongly recommended that grade-related activities such as quizzes or exams not be conducted from a mobile device.

d. The course requires knowledge of basic computer skills, and use of Microsoft Word, Adobe-pdf, and PowerPoint. Students should have access to a computer with reliable Internet connectivity to complete this course. All activities are conducted through CANVAS and students must be familiar with this platform.

**II. Times & dates**

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

**III. Technical issues and help**

a. If you have questions or issues with technical aspects of the course, you should contact the Help Desk staff ([http://it.unt.edu/helpdesk](http://it.unt.edu/helpdesk)) by phone (940-565-2324), email (helpdesk@unt.edu), or in person (Sage Hall 330D). Help Desk advisors can often guide you while on the phone with you.

b. Also, make note of any scheduled maintenance time during which the system is not available. It is not recommended to engage in any course activity within 15 minutes of that timeframe.

c. **Troubleshooting during tests/exams:** if you run into technical issues while taking a test/exam, call the Help Desk immediately (have their phone number handy). **After you talk with the Help Desk,** email me to let me know you had an issue and if it was resolved. In your email, **provide a phone number** where I can reach you. I am not online 24/7, but if I am at
the time I get your message and think I can help, I will call you.

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

V. Sundown Rule
During Maymester, students have four (4) business days from the time a grade is posted to inquire about it. The purpose is to resolve any question as soon as grades are posted rather than wait till the end of the semester. Exams are not returned, and students wanting to go over them should make an appointment (onsite or phone). At least 48 hour notice is required to schedule an appointment. Exam appointments are not scheduled during the day an exam becomes or is available.

VI. 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 and additional steps may be applied (see Academic Integrity on page 3).

VII. Missed deadlines due to excused absences
Assignments / exams are due on/by the scheduled dates. Legitimate, verifiable, and documented excuses such as medical emergencies, natural disasters, or UNT computer problems that affect ALL students may grant accommodation but will be dealt with on a case-by-case basis. Work related issues, traffic, travel, travel related delays, vacations, personal conflicts, malfunction of personal computer, etc., typically do NOT constitute grounds for accommodation. If you believe that you deserve special consideration for a particular event, contact me via email prior to the scheduled event if possible, or as soon as possible after the missed event and provide supporting documents.

VIII. 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.

IX. Course evaluations.
Course evaluations are conducted for each organized course at UNT. At the end of the semester you will be informed of the availability of the evaluation. Please take time to complete it.

X. Exam availability period
Availability period is that period during which you can take an Exam / Quiz and submit answers. Exams / quizzes are locked at the end of the availability period and it is not possible to submit answers past the time (even if you started the exam/quiz during the availability period). If you want to have the entire allotted time for an exam/quiz, make sure to start it early enough so you have the entire allotted time before the availability period ends.

XI. Dropping the course.
If you decide to drop the course, do so within UNT set deadlines, which are available through the Registrar’s website ( http://registrar.unt.edu/registration/spring-registration-guide ). In order to
Performance Evaluation

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<thead>
<tr>
<th>Exam 1 (Modules 1-4)</th>
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<tr>
<td>Exam 2 (Modules 5-8)</td>
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<td>Exam 3 (Modules 9-12)</td>
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<tr>
<td>Observation Postings (6 @ 32 points)</td>
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<td>Course quiz</td>
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<tr>
<td>Optional Final</td>
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**Total: 1000 points**

All grades will be weighted on a straight scale out of 1000, as follows: **900-1000 points** - A (extraordinary, superb, excellent); **800-899 points** - B (impressive, good, fine/satisfactory); **700-799 points** - C (fair, marginally satisfactory, marginally acceptable); **600-699 points** - D (passing); **below 600 points** - F (failure).

**Exams**

Three exams are given that cover all the material and are not cumulative, plus a final exam that is comprehensive. The first three exams are mandatory: not taking an exam grants 0 points. The final exam can be opted out if students are satisfied with their grades on the first three exams. If a student takes the final in addition to the first three exams, then the student has 4 grades, and the highest three will count. A student who had missed one of the first exams, for a reasons considered “excused absence” should contact the instructor with documentation as soon as possible, to discuss his/her options. The instructor will make a determination on a case-by-case basis, or refer the student to the Dean of Students. A student may take the final exam instead of the missed exam.

Exam availability times (Students may access the exam anytime during the availability period and from the access time have the allotted time).

- Exam 1 (26 hour availability): Thurs., May 16, 7 pm – Fri., May 17, 9 pm
- Exam 2 (26 hour availability): Wed., May 22, 7 pm – Thurs., May 23, 9 pm
- Exam 3 (26 hour availability): Tues., May 28, 7 pm – Wed., May 29, 9 pm
- Final (optional, comprehensive, **6 hour availability**): Thurs., May 30, 9 am – 3 pm

All exams are designed as and are intended to be closed books/notes. While it is not possible for me to proctor this aspect of the exam, be aware that searching in books/notes is time consuming, and the allotted time is not based on this factor. That is, **if you do not adhere to the closed books guideline, you will run out of time.**

**A word of caution:** When taking online, un-proctored exams, it is very tempting to “peek” in the book/notes. Students typically assume that the book is there as a “safety net” and that they could always revert to the book in case they are not sure of an answer. This attitude often has a negative effect on performance, for two reasons:

1. **Insufficient preparation.** Assuming that the book is there as a safety net can leads to insufficient preparation in the belief that one does not need to study as hard as one would for a closed book, proctored, in-class exam, resulting in lower performance overall.
2. **Running out of time.** Students who end up referring to the book run out of time. Searching in the book/notes is time consuming. In this course, the time allotted per question is ~1 minute, which is more than the amount of time students use for similar questions in an in-class exam, **without** searching in the book. Students who seek answers in the book spend \( \frac{x2}{x3} \) the time per questions, thus run out of time.

*Make sure to read the Appendix on the last page of the syllabus for very important information and tip for exams*

**Study Question Assignments (SQAs)** (6 @ 32 points each)

An SQA entails answering a set of questions about key issues in the chapter. Answers are submitted through CANVAS assignment tool. SQAs are designed to balance exam grades, providing a different performance evaluation opportunity for students.

SQAs should demonstrate that students have read and understood the material, and can explain the answer **in their own words**. Personal experiences or examples are welcome but should not be the focus of the answer. Students SHOULD NOT copy from the book (or any other source) and should not use a direct quote as their answer. Rather, but use the material from the book to create an original response in your own words. See **Submission & Originality** under **Notes** below.

**Grading:** as an open book, multi-day available assignment, the quality of the work will largely depend on the effort and time you invest. Spending time reading the material and formulating and answer will easily grant high marks. Waiting until the last hours and jotting something just to submit, will be reflected in the grade. Grading is as follows:

- 31-32 points – Exemplary (typically no more than 3% of the students)
- 29-30 points – Exceeds Expectations
- 25-28 points – Meets expectations
- 21-24 points – Marginally Acceptable (MA)*
- 0 points - Unsatisfactory / not submitted

*Maximum 2 MA possible. Any MA after 2 automatically becomes Unsatisfactory - 0 pts.

**Notes:**

1. **Availability:** SQAs are available and can be submitted ONLY during the period indicated in the course schedule (page 7 of the syllabus).
2. **Required:** Six SQAs are required. There are more than 6 available, and you should choose the ones you are comfortable answering and feel you can dedicate time to (see course schedule on page 8 of this syllabus. It is **NOT possible to submit extra SQAs** and have the lowest grade dropped.
3. **Submission and originality.** All SQAs are submitted through Canvas (ONLY). Submissions will be subject to similarity analysis through TurnItIn. Please follow the guidelines posted on canvas. If it is determined that there is excessive similarity to other work or that sections have been copied, you will automatically get a grade of zero.
4. **No Makeups:** There are no provisions for missed / late SQAs.

**Course quiz (16 points)**

To ensure that students read and pay attention to the course requirements, you will complete a short 8-question quiz. The quiz covers the content of the syllabus, as well as the material covered on the course website under the section **GUIDES & GUIDELINES**.

- **Availability period:** **5/13/19 8 am to 5/16/19, 9 pm**
<table>
<thead>
<tr>
<th>Week</th>
<th>Exam &amp; quiz Availability period / SQA availability period</th>
<th>Modules (Module number may not be the same as the chapter number)</th>
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| 1    | Mon., 5/13 8 am – Thurs., 5/16, 9 pm | Module 1: Setting the Stage  
Read & view: Text, Ch. 1, Module vids |
|      | Mon., 5/13 – Fri., 5/17 9 pm | Module 2: The Manager’s guide to Internet & Tech  
Read & View: Text, Ch. 16, Module vids, SQA 1 |
|      | Thurs., 5/16 7 pm – Fri. 5/17 9 pm | Module 3: Strategy, technology, & business success  
Read & view: Text, Ch. 2, Module vids, SQA 2 |
|      | Mon., 5/13 – Fri., 5/17 9 pm | Module 4: Moore’s Law & more  
Read & view: Text, Ch. 5, Module vids, SQA 3 |
| 2    | Fri., 5/17 – Thurs., 5/23 9 pm | Module 5: Disruptive technologies  
Read & view: Text, Ch. 6, Module vids, SQA 4 |
|      | Wed., 5/22 7 pm – Thurs., 5/23 9 pm | Module 6: Amazon  
Read & view: Text, Ch. 7, Module vids, SQA 5 |
|      | Fri., 5/17 – Thurs., 5/23 9 pm | Module 7: Platforms, Network effects, & more  
Read & view: Text, Ch. 8, Module vids, SQA 6 |
|      | Wed., 5/22 7 pm – Thurs., 5/23 9 pm | Module 8: Social media, peer production, & more  
Read & view: Text, Ch. 2, Module vids, SQA 7 |
Read & view: Text, Ch. 14, Module vids |
|      | Tues 5/28 7 pm – Wed 5/29 9 pm | Module 10: Data & competitive advantage  
Read & view: Text, Ch. 15, Module vids, SQA 8 |
|      | Thurs., 5/30, 9 am – 3 pm | Module 11: Information security  
Read & view: Text, Ch. 17, Module vids, SQA 9 |
|      | Thurs., 5/30, 9 am – 3 pm | Module 12: Google in three parts  
Read & view: Text, Ch. 18, Module vids |
|      | Thurs., 5/30, 9 am – 3 pm | SQA Modules 9-12 |
|      | Tues 5/28 7 pm – Wed 5/29 9 pm | Exam 3 - Modules 9-12 |
|      | Thurs., 5/30, 9 am – 3 pm | Final exam (comprehensive) |
Maymester: May 13 – May 30, 2019

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*Final (Optional) 9AM–3 PM*
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.