This is an 8-week course delivered 100% online with several optional online synchronous sessions.

Professor: Dr. A. BarNir  
Office: 385 F, Business Leadership Building  
Phone: 940-565-4334  
E-mail: anat.barnir@unt.edu **best way to reach me** **Please do not use Canvas email!**  
Office hours: Tuesday & Wednesday 1:-00 – 2:30 & by appointment. Office hours are online / by phone. Pleases email me no later than 10 am on the day you want to visit so I can send you a private meeting 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  
**Required:**
1. **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 reading packet https://hbsp.harvard.edu/import/847358  
2. Weekly modules – posted on canvas often consist of additional required and optional readings, as well as lecture notes, PowerPoint slides, and videos. Please check the module early each week to get familiar with the weekly material.

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” in the subject of the email.

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1 Instructor reserves the right to make changes to the syllabus, as needed.
• I strive to respond to all email no later than by the end of the following business day. If you do not get a response in that time frame, your email may have been misdirected, so please re-send it.

b. Emails from me to the class are sent ONLY 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.

Course Structure & organization

a. The course is 100% online course. Online courses offer flexibility. However, this course has a set schedule of weekly activities as well as defined availability windows for taking quizzes/exams or submitting assignments. Check and note the Course schedule at the end of the syllabus for deadlines and due dates.

• Virtual live class meetings. Prior experience suggested that students in this class value live interaction with the instructor. For this reason, I plan to hold several virtual class sessions in which I go over the material and answer questions. The first meeting will be held on Tuesday 8/24, 3:00-3:45 pm, and the schedule for the following meetings will be announced in the first week of the semester. The sessions are optional and will be recorded (contingent on minimum attendance /content delivery). I realize that many of you work and may not be able to attend, but if you can, please do. Meetings will be held via Zoom and a link will be posted on Canvas.

b. 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.

c. Modules (weekly learning units) are available through the Module Tab on Canvas. The first Module is “Guides and Guidelines,” which consists of important information on assignments and procedures and is followed by weekly content modules organized by date. Each Module consists of objectives, content (readings, lecture notes, recordings / videos, etc.) and activities / assignments. All material in the Module folder is required. The Modules follow the course schedule at the end of this syllabus.

d. Cohort study group (CSG)

You will be assigned to a Cohort Study Group. This group is to help you establish and maintain contact with classmates and provide resources and interaction opportunities. I am always here to answer your questions, but if you are more comfortable asking classmates, you may send a question to your Cohort Study Group email or post the question on the group’s discussion board.

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)

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 (https://community.Canvaslms.com/docs/DOC-10554-4212710328)

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.

Course Requirements & Grading Policies

<table>
<thead>
<tr>
<th>Assignment</th>
<th>Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>Discussions (3 @ 50 points)</td>
<td>150</td>
</tr>
<tr>
<td>Quizzes (8 @ 7 points each)</td>
<td>56</td>
</tr>
<tr>
<td>Exams (2 @ 135 points each)</td>
<td>270</td>
</tr>
<tr>
<td>Current Events Analysis</td>
<td>70</td>
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<tr>
<td>Case analysis</td>
<td>70</td>
</tr>
<tr>
<td>Total Points Possible</td>
<td>616 points</td>
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</table>

Letter grade equivalent:

Discussion Forums (DF) (3 @ 50 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 and also entail responding and interacting with other students.

- Each DF is available for one week per course schedule and cannot be submitted outside its timeframe. It is recommended to review this assignment early in the week, to ensure you have enough time to prepare quality work.
- Four DFs are available, and you may select any three to submit. It is not possible to submit all 4 and have the lowest one dropped.

See DF Assignment Guidelines posted on the website.

Reading Quizzes (RQs) (8 @ 7 points each)
Short quizzes are available for each reading unit (module), per course schedule. Quizzes are intended to help you assess your understanding of the material. Quizzes are available during the time a Module is available – Monday 8 am to the following Sunday, 11:59 pm. Quizzes consist of 7 multiple choice / True-False questions. Eight quizzes are needed: you may (and are encouraged) to take all the available quizzes and have the lowest scores dropped.

**Exams (2 @ 135 points each)**
You will take two major exams.

- Exam I – Available **Friday 9/17, 7:00 pm to Sunday, 9/19, 11:59 pm** DUE – Sunday 9/19 9:00 pm*
- Exam II – Available **Wednesday 10/13, 7:00 pm to Friday, 10/15 11:59 pm** DUE: Friday 10/15 9:00 pm*

The 52-hour window during which the exam is available is intended to provide as much accommodation as possible with individual commitments and you must arrange to be available during that time. Each exam lasts approximately 60 minutes and may consist of multiple choice, True/False, and short essay questions. Exams cover all the material in the module.

*Due date versus availability date: Exams are due by 9 pm, but can be submitted without penalty until 11:59 if needed. It is recommended not to wait until the last hours to submit exams. See Exam Guidelines, posted on Canvas course website.

**Current events Analysis (70 points)**
You will be asked to analyze two current events and apply course material in your analysis. This assignment will be released in week 4 of the semester, to provide a hands-on application experience in competitive analysis managing and analyzing value chain and engaging in competitive analysis. A short report is due and will be the basis for the grade. See CEA Guidelines, posted on Canvas course website.

**Case Analysis (70 points)**
A case analysis will be done as a comprehensive end of semester assignment, to give students an opportunity to demonstrate their ability to conduct a strategic analysis that incorporates many of the topics studied in the class. See Case Project Guidelines, posted on Canvas course website.

**Course Schedule**
See Course Schedule (p. 9) for detailed schedule of topics, assignments, and due dates.

**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): 9/10 = September 10th; 10/9 = October 9th

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 the day an exam is available.

III. **Attendance policy**
- This is a 100% online class with no required synchronous meetings.
- Live synchronous meetings will be held but are optional.
- Students are required to log in and read announcements and emails at minimum once every 48 hours.
• Students must follow the syllabus schedule and virtually attend class by reviewing material, completing assignment, and participating in discussions. While attendance is expected as outlined above, it is important for all of us to be mindful of the health and safety of everyone in our community, especially given concerns about COVID-19. Please contact me if you are unable to attend class because you are ill, or unable to attend class due to a related issue regarding COVID-19.

**UNT COVID-19 Statement on Attendance**

Students are expected to attend class meetings regularly and to abide by the attendance policy established for the course. It is important that you communicate with the professor and the instructional team prior to being absent, so you, the professor, and the instructional team can discuss and mitigate the impact of the absence on your attainment of course learning goals. Please inform the professor and instructional team if you are unable to attend class meetings because you are ill, in mindfulness of the health and safety of everyone in our community. If you are experiencing any symptoms of COVID-19 please seek medical attention from the Student Health and Wellness Center (940-565-2333 or askSHWC@unt.edu) or your health care provider PRIOR to coming to campus. UNT also requires you to contact the UNT COVID Team at COVID@unt.edu for guidance on actions to take due to symptoms, pending or positive test results, or potential exposure.

**IV. 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. 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.

**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. Recurring plagiarism may result in course failure and university level consequences.

**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 another student’s 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. 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. The evaluations are important as they provide feedback that is used to re-design the course. Please take time to complete it.

**IX. Syllabus change policy**

While there is no plan to make syllabus changes during the semester, circumstances may arise that require changes to be made. In such instances, students will be notified.
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. 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). To drop the course, contact either the Management Department or the Registrar’s office and follow their instructions. 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).

XII. 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.

UNT Statement: Class Recordings and Student Likeness
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/). 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

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 Statement: Face covering

UNT encourages everyone to wear a face covering when indoors, regardless of vaccination status, to protect yourself and others from COVID infection, as recommended by current CDC guidelines. Face covering guidelines could change based on community health conditions.

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.
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<thead>
<tr>
<th>Week/Date</th>
<th>Topic Description &amp; Material (CRP=Course Reading Packet; RQ = Reading Quiz)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Introduction, The Nature of Strategy</strong></td>
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</tr>
<tr>
<td><strong>Week 1</strong></td>
<td>Review website, Guides &amp; Guidelines section of the website (under MODULES)</td>
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<tr>
<td>Starting 8/23</td>
<td>Mod 1: introduction to strategy</td>
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<tr>
<td></td>
<td>Read: <strong>CRP: Introduction to strategy</strong> <em>(RQ #1)</em></td>
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<td></td>
<td>Turn in:</td>
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<tr>
<td></td>
<td>➢ RQs <em>(RQ#1)</em></td>
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<tr>
<td><strong>The Business Environment and Effects on Strategy</strong></td>
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<tr>
<td><strong>Week 2</strong></td>
<td>Mod 2: Analyzing Industries</td>
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<tr>
<td>Starting 8/30</td>
<td>Read: <strong>CRP: Industry analysis</strong> <em>(RQ #2)</em></td>
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<tr>
<td></td>
<td>Mod 3: Environmental dynamism and uncertainty</td>
</tr>
<tr>
<td></td>
<td>Read: <strong>TBA</strong> <em>(RQ# 3)</em></td>
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<td>Turn in:</td>
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<tr>
<td></td>
<td>➢ Discussion Forum 1</td>
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<tr>
<td></td>
<td>➢ RQs <em>(RQ2 &amp; RQ #3)</em></td>
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<tr>
<td><strong>Week 3</strong></td>
<td>Mod 4a: Competitive advantage</td>
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<tr>
<td>Starting 9/6</td>
<td>Read: <strong>CRP: Competitive advantage</strong> <em>(RQ #4a)</em></td>
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<td>Mod 4b: Generic strategies</td>
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<td></td>
<td><strong>CRP: Types of Strategy: Which fits your business</strong> <em>(RQ # 4b)</em></td>
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<td>Turn in:</td>
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<tr>
<td></td>
<td>➢ Discussion Forum 2</td>
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<tr>
<td></td>
<td>➢ RQ <em>(RQ 4a &amp; RQ4b)</em></td>
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<tr>
<td><strong>Week 4</strong></td>
<td>Current events analysis (CEA) worktime</td>
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<tr>
<td>Starting 9/13</td>
<td>Turn in:</td>
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<tr>
<td></td>
<td>➢ <strong>CEA report</strong> – Due <strong>Thursday 10/14 11:59 pm</strong></td>
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<td></td>
<td><strong>Exam 1</strong> – All material covered Modules 1, 2, 3, 4a &amp; 4b</td>
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<td></td>
<td>Availability period: <strong>Friday 9/17 7:00 pm to Sunday, 9/19, 11:59 pm.</strong></td>
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<tr>
<td><strong>Business Level Strategy</strong></td>
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<td><strong>Week 5</strong></td>
<td>Mod 5: Global strategy</td>
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<tr>
<td>Starting 9/20</td>
<td>Read: <strong>CRP: Competing globally</strong> <em>(RQ #5)</em></td>
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<td></td>
<td>Mod 6: Performance in changing environments</td>
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<td></td>
<td>Read: <strong>CRP: Sustaining Competitive advantage</strong> <em>(RQ #6)</em></td>
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<td>Turn in:</td>
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<td></td>
<td>➢ Discussion Forum 3</td>
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<td></td>
<td>➢ RQs <em>(RQ#5 &amp; RQ #6)</em></td>
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<td><strong>Week 6</strong></td>
<td>Mod 7: Implementation &amp; execution principles</td>
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<tr>
<td>Starting 9/27</td>
<td>Read: <strong>CRP: Executing strategy</strong> <em>(RQ #7)</em></td>
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<td>Mod 8: Innovation and technology</td>
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<tr>
<td></td>
<td>Read: **CRP: Technology strategy &amp; TBA, <em>(RQ #8)</em></td>
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<td>Turn in:</td>
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<td></td>
<td>➢ Discussion Forum 4</td>
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<tr>
<td></td>
<td>➢ RQs <em>(RQ#7 &amp; RQ #8)</em></td>
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<tr>
<td><strong>Corporate Level Strategy</strong></td>
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<tr>
<td><strong>Week 7</strong></td>
<td>Mod 9a: Corporate strategy formulation</td>
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<tr>
<td>Starting 10/4</td>
<td>Read: <strong>CRP: Corporate strategy</strong> <em>(RQ #9a)</em></td>
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<td>Mod 9b: Corporate portfolio management</td>
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<tr>
<td></td>
<td>Read: <strong>CRP: Portfolio techniques for corporate planning</strong> <em>(RQ #9b)</em></td>
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<td>Turn in:</td>
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<tr>
<td></td>
<td>➢ RQs <em>(RQ#9a &amp; RQ #9b)</em></td>
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<tr>
<td><strong>Week 8</strong></td>
<td>Case Analysis worktime</td>
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<td>Starting 10/11</td>
<td>Turn in:</td>
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<td></td>
<td>➢ <strong>Case analysis report</strong> – Due <strong>Wednesday 10/13 11:59 pm</strong></td>
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<td></td>
<td><strong>Exam 2</strong> – Modules 5, 6, 7, 8, 9a &amp; 9b</td>
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<tr>
<td></td>
<td>Availability period: <strong>Wednesday 10/13 7:00 pm to Friday,10/15, 11:59 pm</strong></td>
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</tbody>
</table>
Instructor 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.