Strategic Management
MGMT 5760, Fall 2019

This is an 8 week course that runs from August 26, 2019 until October 18, 2019.

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**
Office hours:  Online: as needed.
            Onsite: Mondays 11 am – 2 pm (appointment required) or email to request another time.

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:
- Describe the primary functions and activities of strategic management
- Analyze the external environment and it impact on business strategy
- Identify internal strengths and weaknesses and evaluate their impact on strategy planning and implementation
- Develop a strategic plan for a business
- Explain how a company can use and develop a resource base to effectively execute its strategy
- Discuss the value of corporate business portfolio and recommend the best portfolio for a business

REQUIRED MATERIAL
ISBN 9780132145626 (available through UNT bookstore)

Course reading packet: to be purchased directly from Harvard Business Publishing

Additional material is posted in the respective Module on the course website. This material (articles, videos, etc.) is an integral part of the course.

COMMUNICATION
1) Announcements: This is the primary means by which I communicate information to the class. Make a habit of checking this link on the course website at least once in 48 hours. Read all messages promptly and email me with any questions or concerns.
2. Email
   a) Contact me at anat.barnir@unt.edu
   b) Include “MGMT 5760” in the subject of the email.
   c) Sign your email. If you go by a name that that is different from the one under which you are registered in the course, also include your registration name.
   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 on a business day or not on a regular business day will be answered no later than 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 re-send it.

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1 Instructor reserves the right to make changes to the syllabus, as needed.
e) Emails from me to the class: The default email is your EagleConnect/myUNT address. You do not check or use this account, make sure to log in and change the settings so messages sent to it are forward to your preferred account. For instructions and assistance, visit https://eagleconnect.unt.edu.

f) 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. Such emails clutter mailboxes and reduce overall attention to important messages. If you feel you have something important to share with the entire class, please email me first.

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.

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

POLICIES, COURSE PROCEDURES, AND METHOD OF INSTRUCTION

I. Online delivery & technology requirements

a. The course is taught as part of the Accelerated Online Program and, as such, is of very intensive pace: you should expect to spend ~ 6-8 hours a week on this course. This course is taught using distance-delivery 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 it, browse through the guides and tutorials links, which are available through the Help? link appearing at the bottom of the navigation bar on the course home page.

c. This is a 100% online course. You should 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 not to engage in any grade-related activities associated electronic submissions from a mobile device.

II. 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. (Information on tutorials for those students not familiar with CANVAS is available on the course website.)

III. Organization – weekly modules
To facilitate learning, the course is broken down into weekly units (Modules) which include content and activities. Check the weekly module routinely as it provides information and links to Internet resources and course activities. All material in the Module folder is considered required reading and is covered in the test/exam, including videos and linked articles.

IV. 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):
9/10 = September 10th; 10/9 = October 9th

V. 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) 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.

VI. 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.

VII. Sundown Rule
Students have four (4) business days from the time a grade is posted to inquire about it. The purpose is to resolve any question as soon as grades are posted rather than wait till the end of the semester. An exception is the second exam and any assignment due on the last week of the semester, when you must contact me immediately and before I turn the grades in.

Note that 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, and exam appointments are not scheduled during the day an exam becomes or is available.

VIII. 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.

IX. 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, 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. Please provide supporting documents.

Discussions, because of their interactive nature, CANNOT be made up. For this reason, there are 6 discussions available but only 5 are needed: this is the only way to make up for a missed discussion. Therefore,
it is recommended not to skip a discussion unless you absolutely must. Plan on taking each discussion. In such case, if you took the first five you will skip the last one, but if you had some emergency later in the semester and were not able to submit a discussion, you will be able to use Discussion 6 as back up.

X. 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.

XI. 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.

XII. 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 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). Going through proper procedures is the only way to drop.

XIII. 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.

**Performance Evaluation**

- Discussion forums (5 @ 60 points) 300 points
- Exams (2 @ 264 points) 528 points
- Strategic Analysis Project 172 points

Maximum Points 1000 points

In this course, grades are assigned based on the number of points students obtain on the various assignment. Letter grade equivalents are as follows:
900-1000 points=A (extraordinary, superb, excellent) / 800-899 points=B (very good, good, satisfactory) / 700-799 points=C (marginally satisfactory, fair) / 600-699=D (passing) / below 600=F (failure).

**Discussion Forums (DF) assignments**

You will submit five discussion Forum assignments (DFs) using the course Discussion Board. DFs consist of a question set focusing on the Module topic. A DF entails linking issues raised in the discussion
questions to the theory, readings, and other material (e.g., videos), as well as to practice. You will be expected to engage in extensive outside reading & research for each discussion, bring unique references and contributions in each post, and substantively add to what was said in previous postings. This method of teaching requires that you undertake a reasonable amount of outside research using outside sources so you can add to the learning experience of the forum. Expect to spend at least 3-4 hours a week on such research.

- Each DF is available for one week, per course schedule (pp. 6-7). A DF cannot be submitted outside its timeframe.
- Students will submit 5 DFs. There are six DFs available and you may choose any 5 of those. You may NOT submit all 6 and have the highest 5 grades count. (The option of 5 out of 6 is intended to provide flexibility and an opportunity to skip one DF without penalty; it is not an “extra credit” opportunity). In the event that more than 5 DFs are submitted, the first 5 will count.

More details are available in the document **DF Assignment Guidelines**, which is posted on the website (MODULES >> GUIDES & GUIDELINES).

**Exams**

You will take two exams.
- Exam I – Availability period: **Friday 9/13 7 pm to Sunday, 9/15 9 pm**
- Exam II – Availability period: **Tuesday 10/15 7 pm to Thursday 10/17 9 pm**

The generous 50-hour window during which the exam is available is intended to provide as much accommodation as possible with your individual commitments. Please respect the timeframe given. Do not wait until the last hours to access the exam unless you absolutely have to. Each exam lasts approximately 60 minutes (exact time will be announced close to the exam). Exams consist of multiple choice and True/False questions and will focus on knowledge and understanding of the assigned material. (Other forms of evaluation are provided through discussions and project.) Exams cover the material in the module, which includes the readings as well as videos / supplemental readings.

Exams must be started and completed during their availability period. Canvas automatically submits all exams at the end of the availability period regardless of whether the student used the entire allotted time, so make sure to factor this in when deciding on when to start your exam. For example, if you start a 60-minute exam 30 minutes before the end of its availability period, you will only have 30 minutes for that exam.

More details are available in the document **Exam Information** which will be posted on the website (MODULES >> GUIDES & GUIDELINES). Also, review the Appendix on the last page of this document.

**Strategic Analysis Project**

You will conduct a comprehensive project which focuses on analyzing and synthesizing your learning from the course. The project will be released on the 5th week of the semester and will entail analyzing an industry, business opportunities and challenges, and review of how companies deal with the challenges. Detailed information on the nature of the project will be available on the course website (MODULES >> GUIDES & GUIDELINES).
## Course Schedule
(Instructor reserves the right to make changes, if needed)

*Check the Weekly Module link on the course website for additional readings, videos, and information on assignments & tasks.*

<table>
<thead>
<tr>
<th>Week 1</th>
<th>Starting 8/26</th>
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<tbody>
<tr>
<td>Review website, get to know CANVAS, review material posted in the Guides &amp; Guidelines section of the website (under MODULES)</td>
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<tr>
<td>Mod 1: introduction to strategy</td>
<td>Text: Ch. 1- What is strategy</td>
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<tr>
<td>Mod 2: Strategic performance</td>
<td>CRP: Sustaining Competitive advantage</td>
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<tr>
<td>Discussion Forum 1: available 8/26 8:00 am – Sunday 9/1, 9:00 pm</td>
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<table>
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<tr>
<th>Week 2</th>
<th>Starting 9/2</th>
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<tbody>
<tr>
<td>Mod 3: The External environment</td>
<td>Text; Chapter 3- Analyzing external environment</td>
</tr>
<tr>
<td>Mod 4: Analyzing Industries</td>
<td>Text: Analyzing industries</td>
</tr>
<tr>
<td>Discussion Forum 2: available 9/2 8:00 am – Sunday 9/8, 9:00 pm</td>
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<tr>
<th>Week 3</th>
<th>Starting 9/9</th>
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<tbody>
<tr>
<td>Mod 5: Global strategy</td>
<td>Text: Ch. 8 – Global strategy formulation</td>
</tr>
<tr>
<td>Discussion Forum 3: available 9/9 8:00 am – Sunday 9/15, 9:00 pm</td>
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**Exam I** – All material covered Modules 1, 2, 3, 4 & 5
Availability period: Friday 9/13 7:00 pm to Sunday, 9/15, 9:00 pm. Exam must be completed during the availability period. DO NOT wait until the last hours to access exam. See Technical Issues (p. 3 ) if you run into problems.

<table>
<thead>
<tr>
<th>Week 4</th>
<th>Starting 9/16</th>
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<tbody>
<tr>
<td>Mod 6: Formulating Business Unit strategy</td>
<td>Text: Ch.6- Formulating business unit strategy</td>
</tr>
<tr>
<td>CRP: Competitive advantage</td>
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</tr>
<tr>
<td>Mod 7: Business Unit context</td>
<td>Text: Ch. 7 – Business Unit Strategy</td>
</tr>
<tr>
<td>Discussion Forum 4: available 9/16 8:00 am – Sunday 9/22, 9:00 pm</td>
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</tbody>
</table>
| Week 5 Starting 9/23 | Mod 8: Organization resources, innovation, and technology  
Text: Chapter 5 – *Analyzing an organization’s strategic resource base*  
CRP: *Technology strategy*  
Discussion Forum 5: available 9/23 8:00 am – Sunday 9/8, 9:00 pm  
Strategic Analysis Project Available |
|---------------------|----------------------------------------------------------------------------------|
| Week 6 Starting 9/30 | Project workweek  
Project DUE |
| Week 7 Starting 10/7 | Mod 9: Corporate Strategy formulation  
Text: Ch. 9 – *Corporate strategy, shaping the portfolio*  
Mod 10: Corporate Strategy Management  
Text: Ch. 10 – *Corporate strategy, managing the portfolio*  
Discussion Forum 6: available 10/7 8:00 am – Sunday 10/13, 9:00 pm |
| Week 8 Starting 10/14 | Catch up, finals  
**Exam II** – Includes Modules 6, 7, 8, 9 & 10  
Availability period: Tuesday 10/15 7:00 pm to Thursday, 10/17, 9:00 pm. Exam **must be completed during the availability period.** DO NOT wait until the last hours to access exam. **See Technical Issues (p. 3 ) if you run into problems.** |
UNT College of Business Student Ethics Statement

As a student of the UNT College of Business, I will abide by all applicable policies of the University of North Texas, including the Student Standards of Academic Integrity, the Code of Student Conduct and Discipline and the Computer Use Policy. I understand that I am responsible reviewing the policies as provided by link below before participating in this course. I understand that I may be sanctioned for violations of any of these policies in accordance with procedures as defined in each policy.

I will not engage in any acts of academic dishonesty as defined in the Student Standards of Academic Integrity, including but not limited to using another’s thoughts or words without proper attribution (plagiarism) or using works in violation of copyright laws. I agree that all assignments I submit to the instructor and all tests I take shall be performed solely by me, except where my instructor requires participation in a group project in which case I will abide by the specific directives of the instructor regarding group participation.

While engaged in on-line coursework, I will respect the privacy of other students taking online courses and the integrity of the computer systems and other users’ data. I will comply with the copyright protection of licensed computer software. I will not intentionally obstruct, disrupt, or interfere with the teaching and learning that occurs on the website dedicated to this course through computer “hacking” or in any other manner.

I will not use the university information technology system in any manner that violates the UNT nondiscrimination and anti-sexual harassment policies. Further, I will not use the university information technology system to engage in verbal abuse, make threats, intimidate, harass, coerce, stalk or in any other manner which threatens or endangers the health, safety or welfare of any person. Speech protected by the First Amendment of the U.S. Constitution is not a violation of this provision, though fighting words and statements that reasonably threaten or endanger the health and safety of any person are not protected speech.

Student Standards of Academic Integrity
http://policy.unt.edu/sites/default/files/untpolicy/pdf/7-Student_Affairs-Academic_Integrity.pdf

Code of Student Conduct and Discipline

Computer Use Policy
http://policy.unt.edu/policy/3-10
Appendix – IMPORTANT INFORMATION REGARDING EXAM

1. Carefully read the information on the exam available in previous pages of this syllabus.

2. Exams are available online, and you can access them from any desktop or laptop. **It is not recommended to take tests 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 for the exam time at some point during the scheduled exam availability 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 must be started and completed during their availability period. Canvas automatically submits all exams at the end of the availability period regardless of how much time the student spent on it, so make sure to factor this in when deciding on when to start your exam. For example, if you start a 60-minute exam 30 minutes before the end of its availability period, you will only have 30 minutes for that exam.

5. It is strongly recommended NOT to wait until the last hours of the availability period to access a test. 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.)

6. Time of test is measured by Canvas system: starting time begins when you hit “start/begin” and ending time is when you hit “Submit” and “Finish”.

7. Canvas **does not record any answer** entered after the allocated time has passed. 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. 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 a test. 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 test is an Integrity Confirmation. Confirming the statements on this item is a condition for getting credit on the test. 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.