



CLASSROOM: Web-Based Course
MEETING TIME: See Course Schedule for Assignment Due Dates
NOTE ABOUT TIMES: All times and deadlines for this course are listed as Central Standard Time (CST) Zone (Commerce, TX) times.

Instructor: Dr. Sonia Taneja
E-mail: Sonia.Taneja@tamuc.edu
Office: CBT 210
Office Hours: By Appointment
Contact: Best way to contact me is through email- Sonia.taneja@tamuc.edu

REQUIRED TEXT:

Blue Ocean Strategy, by Kim, W. C., & Mauborgne, R. (2005, HBS Publishing). ISBN: 9781591396192, Cost \$29.95 (New); *The World is Flat*, by Friedman, T. L. (2007, Picador). ISBN: 9780312425074, Cost \$ 17.00 (New).

***Please note that this price indicates the cost charged at the TAMU-Commerce bookstore. You can buy both the books at Half Price.com and Amazon at much cheaper price. Also, older editions of these two texts will probably work just fine as well.**

COURSE DESCRIPTION:

The course addresses a number of current issues in strategic management, including but not limited to such topics as competitive analysis, mergers and acquisitions, managerial ethics, global strategy, and corporate culture. Emphasis is placed on the development of critical thinking skills.

COURSE OBJECTIVES: Upon completion of this course, students will be able to:

- Understand the strategic linkage between theory and practice.
- Understand and be able to apply concepts and tools that apply to current issues in strategic management.
- Analyze from an organizational perspective current external opportunities and threats in terms of competition, globalization, economic issues, political issues, new technology, and social trends.
- Apply strategic management concepts and tools to the industries and organizations in which students presently work (or would like to work after graduation).
- Understand the sophisticated relationships among the current issues of the strategic management within an organization's internal and external environments.
- Understand the impact of managerial ethics and corporate culture on the strategic management and long term survival of organizations.

COURSE FORMAT:

This course is entirely web-based. You will find the majority of the information and materials that you will need to complete the course in this syllabus and on the eCollege course management website. Be sure to login to ecollege regularly. PowerPoint slides will be available for each of the Robbins et al. book chapters; under the "Doc Sharing" tab. ALL of the handouts and assignments will also be posted on eCollege, under the Doc Sharing tab. You should submit all of your work in a format that is compatible with **Microsoft Office 2007/2010** and post it in the appropriate "Dropboxes" it is due. The final exam will be available early in the semester, under the Week 5 tab. I will also facilitate an introductory Class Live Pro session at the beginning of the course in order to answer any questions or concerns about the course.

COURSE SCHEDULE:

A course schedule is included on the fifth page of this syllabus.

SYLLABUS SUBJECT TO CHANGE STATEMENT:

I anticipate that we will follow the schedule I've outlined in this syllabus, but I may make adjustments based on what actually happens in class. I may also change the basis for the course grade (if I need to eliminate an assignment or something of that nature). If I do so, I will so inform you in writing. Remaining in the course after reading this syllabus will signal that you accept the possibility of changes and responsibility for being aware of them.

STATEMENT ON ACADEMIC INTEGRITY:

Academic honesty is the foundation of the university community. Cheating, plagiarism, or other acts of academic dishonesty compromise the integrity of the academic process and community and are subject to disciplinary action. For this class, plagiarism will result in automatic failure (final course grade of F).

An academic honesty policy has been posted under the "Doc Sharing" tab. You should read this document, initial it, and submit it to me via its corresponding "Dropbox".

SPECIAL NEEDS/REASONABLE ACCOMODATIONS:

The Americans with Disabilities Act (ADA) is a federal anti-discrimination statute that provides comprehensive civil rights protection for persons with disabilities. Among other things, this legislation requires that all students with disabilities be guaranteed a learning environment that provides for reasonable accommodation of their disabilities. If you have a disability requiring an accommodation, please contact:

**Office of Student Disability Resources and Services
Texas A&M University-Commerce**

**Gee Library
Room 132**

Phone (903) 886-5150 or (903) 886-5835

Fax (903) 468-8148

StudentDisabilityServices@tamu-commerce.edu

TENETS OF COMMON BEHAVIOR STATEMENT:

All students enrolled at the university shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment (See current Student Handbook).

COURSE POLICIES AND INSTRUCTOR EXPECTATIONS:

Students are required to meet the expectations listed below.

- **Professional Behavior:** It is important that you maintain a professional demeanor at all times, including during "electronic communication". Texas A&M-Commerce expects this from you, as do current and future employers. Since so much communication in the workplace is "electronic" nowadays, this course will be a good place to practice interacting in a manner appropriate to a professional setting. In particular, take special care when posting and responding in virtual office or student lounge.
- **Regular and Timely Attendance and Participation:** You are expected to logon to eCollege regularly.
Assignments:
 1. **Submitted assignments must be correctly formatted and free of grammatical and stylistic errors.** Students in MGT 528 should have at least some skill with software for word processing, spreadsheets, databases, graphics, and presentations, and with web browsers and search engines. Spelling and grammatical errors will detract from your grade!
 2. **Assignments must be turned in on time.** Assignments are due at the **date** and **time** listed. All work and assignments for the entire course will be available on the day of class. Start working on each assignment as soon as you possibly can and make sure that you have the all assignments submitted by the specified due dates. You **MUST** turn in all written assignments **ON TIME**. You will have until **8:00 AM CST** to submit the work that is listed in the far right, "All Assignments Due" column of the course schedule provided on the fifth page of this syllabus. I will accept late assignments. However, there will be a significant penalty. For each day that your assignment is late, I will deduct **10 POINTS** from your grade. If you do not meet the 8:00 AM deadline (even by one or two minutes), I will deduct 10 points. If you do not turn the assignment in by

8:00 AM CST the next day, I will deduct an additional 10 points, and so on. Saturdays and Sundays count towards the total days late.

3. **Assignments must be complete.** You must complete and submit all components at the specified due date and time to receive credit for the assignment. Please don't turn in work that is only "half-finished".
 4. **Please submit assignments in a format that is compatible with Microsoft Office 2007/2010.** I have to reformat docx files before I am able to open them, so please save all documents as doc files.
- **Back-ups Are Required:** You are required to back up all your assignments on a disk that can be submitted to me upon my request. If work is lost due to insufficient back-up, you will not have the opportunity to recreate and submit at a later time.
 - **E-mail:** Students must routinely check e-mail sent to his or her **Texas A&M- Commerce account**. This is my primary mechanism for communicating to the class. I check my e-mail several times a day, so this is the best way to reach me.
 - **Make-up Exams or Late Assignments Will Only Be Accepted If You Obtain University Approved Documentation for Your Excuse:** There are no make-up assignments for poor performance on a previous assignment. I **do not** give any **extra credit** at the graduate level course.
 - **Changes to Schedule:** While I plan to stick to the class schedule, there might be occasions to modify the schedule. In these cases, all changes will be announced in the class and e-mail. It is your responsibility to become aware of any such changes.

GRADE COMPONENTS:

Component	Type	Point Value	% Value
Application Paper	Individual	100 points	30%
Final Exam	Individual	100 points	35%
Term Paper	Group	100 points	35%
Course Total		300 points	100%

GRADING SCALE:

A	90 – 100%	D	60-69%
B	80 – 89%	F	Below 60%
C	70 - 79%		

Incomplete - I will consider only under extenuating circumstances.

Withdrawal - Must be initiated by the student administratively.

APPLICATION PAPER:

Blue Ocean Strategies in the Flat World: This paper should contain a detailed analysis of these required readings as applied to the industry in which you presently work or will seek employment after graduation. 10 pages maximum Times New Roman 12 font, single-spaced. References should be in APA format only. The page limit assumes 1" margins throughout and does not include title and reference pages. Review 'doc sharing' for more instructions.

FINAL EXAM:

Final exam will test your comprehension of the material presented in the required textbook(s) via selected essay items. The exams will be posted in "Doc Sharing" and corresponding dropboxes for this exam can be found under Week 5 tab. Final exam is worth 100 points. A tentative grading rubric for the exams can be found at the end of this syllabus.

RESEARCH PAPER:

As a group of 2-3 students, you will be required to write a research paper covering the topics of strategic management; e-mail your topic with about a paragraph of details (i.e., an outline what you want to do in the paper) for approval. **Topics must be approved 7 days prior to due date.** The paper is worth 100 points. Specific instructions for the paper will be posted in eCollege under the "Doc Sharing" tab. The research paper should be submitted to its corresponding dropbox and must be saved in a format compatible with Microsoft Word 2007/2010 (doc/docx file). A grading rubric for the paper can be found at the end of this syllabus.

PARTICIPATION:

Attendance and engagement in your work is critical to successful course completion. I suggest that you log onto the eCollege site for this course **SEVERAL TIMES** a week to make sure that you stay on track, view the feedback regarding your work, and read any additional information and/or material for this course.

I will also be available to facilitate an introductory chat session at the beginning of the course. It is not required that you participate in the chat, but it is a great opportunity to communicate with me and your fellow students and to ask questions and gain clarification on any issues you may have. In order to get to the chat room: (1) Click the "Live" tab at the top of the eCollege course screen; (2) Click "[Class Live](#)" to enter the main discussion room for this course; Then "Join the Class Live Pro" session. This session will be held on July 9th at 8:30 PM in the "[Class Live](#)".

- ❖ **If you ever feel as if you need to meet with me in order to clarify assignments, discuss concerns about the class, discuss topics from the class, etc., e-mail me in order to set up an appointment**
- ❖ **The best way to reach me is through email- sonia.taneja@tamuc.edu**
- ❖ **On the course schedule that appears on the next page, the assignments, research paper, and the final exam are due by 8:00 am (CST) on the date appearing at the beginning of that row (unless stated). All of the dates in the first column fall on Monday.**

WEEK & DATE (WEDNESDAY)	TOPICS: TEXT CHAPTERS	WORK DUE: BY 8:00 AM ON THIS DAY
1. July 07	Read, Initial, and Submit the Honesty Policy Introduction to Syllabus	Honesty Policy Due (07/11) Introductory Class Live @ 8:30-9:30 PM (07/09)
2. July 14	B: Blue Ocean Strategy	Initial Proposal/Outline for Research Paper
3. July 21	W: World Is Flat	APPLICATION PAPER DUE
4. July 28	**RESEARCH PAPER**	FINAL EXAM DUE (08/02)
5. August 04	HAVE A WONDERFUL BREAK!	RESEARCH PAPER DUE (08/06)

- ❖ **THIS WEEKLY SCHEDULE IS TENTATIVE.**
- ❖ **R: BLUE OCEAN STRATEGY TEXTBOOK; W: WORLD IS FLAT TEXTBOOK**

Application Paper Grading Rubric

Application Paper Elements	Points Possible	Points Earned	Comments
<p>Application Paper Guidelines Arial Font 12, Double Spaced, 1" margins all over the paper. Follow APA throughout the paper which includes citations and references. Properly validate the information discussed in the paper. Table of contents: organized, pages numbered, accurate.</p> <p>Language Arts Skills Spelling, grammar, punctuation, sentence Structure. Follow proper transitions.</p>	10 Points		
<p>Introduction Overview of the application paper Value Innovation</p>	5 Points		
<p>Tools and Framework Discuss the Red Ocean and Blue Ocean Strategy How do you break out of the red ocean of bloody competition to make the competition irrelevant? How to we open up and capture a blue ocean of uncontested market space?</p>	20 Points		
<p>Pre-requisites for implementation Strategy Canvas SWOT Analysis</p>	10 Points		
<p>Strategic Planning Process (Environmental Scanning environment of the organization) Four Actions Framework</p>	20 Points		
<p>Formulating and Executing Blue Ocean Strategy Formulation Principles Execution Principles Scope of Blue Ocean strategies in (your) organization Implementation of Strategic Management Model</p>	20 Points		
<p>Challenges ((Analyses of internal environment and external environment) Recommendations</p>	10 Points		
<p>Conclusion</p>	5 Points		

* For details refer to instructions in doc sharing.

Exam Grading Rubric

The final exam will test your knowledge and understanding of the blue ocean strategy and world is flat textbook(s) covered in this course and will be assessed via essay questions. Each essay question will be evaluated using the following rubric.

	Far Exceeds Standards	Exceeds Standards	Meets Standards	Fails to Meet Standards
<p>Response and Reference Support</p> <p>Demonstration of applicable knowledge of the topic or topics identified in the question; thorough discussion of the topic(s); the more reference support you use to substantiate your discussion, the better. The quality of the journals you cite is also important.</p>	<p>Thoroughly demonstrated applicable knowledge of the topic(s) in question. Empirical research from multiple journal articles provided support for the discussion. Several of the journal articles used came from top-tier journals.</p>	<p>Demonstrated applicable knowledge of the topic(s) in question; Convincing, but could have gone into a bit more depth. More references and empirical research could have been used to support the discussion and more references could have come from top-tier journals.</p>	<p>Demonstrated applicable knowledge of the topic(s) in question, but could have gone into much more depth. Much more references and empirical research could have been used to support the discussion. Most of the articles came from lower-level journals.</p>	<p>Failed to demonstrate applicable knowledge of the topic(s) in question; Lacks any significant degree of depth. Hardly any references or empirical research was used to support the discussion. The few articles that were used came from low-level journals or websites.</p>
Score:	(45-50)	(40-44)	(39-35)	(>35)

Term Paper Rubric

	Far Exceeds Standards	Exceeds Standards	Meets Standards	Fails to Meet Standards
<p>Identification of Critical Issues and depth of Analysis</p> <p>I'll consider how detailed your analysis of the current issues in the strategic management area.</p> <p>Score:</p>	<p>Identifies all of the most critical issues. Thoroughly discusses, evaluates, and analyzes each managerial issue, providing convincing and supported arguments.</p> <p style="text-align: center;">(30)</p>	<p>Identifies most of the most critical issues. Thoroughly discusses, evaluates, and analyzes each managerial issue, providing convincing and supported arguments but could have gone into bit more depth.</p> <p style="text-align: center;">(24)</p>	<p>Identifies all of the most critical issues. Thoroughly discusses, evaluates, and analyzes each managerial issue, providing convincing and supported arguments but could've gone into much more depth.</p> <p style="text-align: center;">(21)</p>	<p>Identifies few, if any, critical issues. Fails to discuss, evaluate, and analyze each managerial issue, does not provide convincing and supported arguments. Lack significant degree of depth.</p> <p style="text-align: center;">(18)</p>
<p>Literature Review of the Strategic Management Issues-Reference Support</p> <p>The more reference support you use, the better. The quality of the journal is also important.</p> <p>Score:</p>	<p>Provides a complete review of business week/WSJ/scholarly articles scholarly journal literature to support the knowledge associated with each identified issue.</p> <p style="text-align: center;">(20)</p>	<p>Provides a business week/WSJ/scholarly articles substantial review of scholarly journal literature to support the knowledge associated with each identified issue.</p> <p style="text-align: center;">(16)</p>	<p>Provides an adequate and clear review of the business week/WSJ/scholarly journal articles literature to support the knowledge associated with each identified marketing issue.</p> <p style="text-align: center;">(14)</p>	<p>Provides an incomplete review of business week/WSJ/scholarly the journal literature (2 articles or less) and/or fails to support the knowledge associated with each identified marketing issue.</p> <p style="text-align: center;">(12)</p>
<p>Evaluation of Alternatives (Challenges)</p> <p>There will often be competing ideas and guidance within the journal literature. Students must identify (and evaluate the strengths and limitations of) various possible actions before offering recommendations.</p> <p>Score:</p>	<p>Identifies and evaluates providing for challenges and limitations with convincing and supported (at least 5 business week/WSJ/scholarly journal articles) arguments.</p> <p style="text-align: center;">(20)</p>	<p>Identifies and evaluates substantial challenges strategic management issue, providing for each strengths and limitations with convincing and supported (at least 2 scholarly journal articles) arguments.</p> <p style="text-align: center;">(16)</p>	<p>Identifies and evaluates at least 2 challenges for each strategic management issue, providing for each strengths and limitations with convincing and supported (at least 1 scholarly journal article) arguments.</p> <p style="text-align: center;">(14)</p>	<p>Fails to identify and evaluate a comprehensive set of challenges (at least 2) for each issue and/or fails to provide for each the strengths and limitations with convincing and supported arguments.</p> <p style="text-align: center;">(12)</p>

Support of Recommendations Regarding the Best Strategies for Handling the Problematic Issues w.r.t. Strategic Management Score:	Articulates and persuasively defends effective and feasible recommendations that address the identified issues and the challenges. (20)	Articulates and effectively defends effective and feasible recommendations that address the identified issues and challenges (16)	Lists and largely defends effective and feasible recommendations that address most of the identified issues and challenges. (14)	Fails to list and/or defend effective and feasible recommendations that address most of the identified issues and challenges. (12)
Overall Quality of Written Communication and APA (6th edition) Formatting of References Complete reference list of all works cited within their analysis (APA style). Score:	Student provides a complete APA style references list with all in-text cited articles listed in the references. (10)	Student provides a complete APA style references list with all in-text cited articles listed in the references with minor errors. (8)	Student provides a mostly complete APA style references list with all in-text cited articles listed in the references (with several errors) (7)	Student presented an incoherent analysis that contained several major errors. (6)

*For details refer to instructions in doc sharing.

** This is a general rubric as each term paper would involve appropriate headings and sub-headings depending on the topic, I would be grading based on this outline.