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**Office Hours:** By Appointment (or send me an email anytime!)

### **COURSE OVERVIEW AND OBJECTIVES:**

John Parnell. Strategic Management: Theory and Practice, 4th Edition. Sage. ISBN: 978-1-4522-3498-4.

### **COURSE OVERVIEW AND OBJECTIVES:**

This course includes a study of strategic planning including mission statement development, analysis of the external environment and internal organizational factors, development of strategic alternatives, selection of appropriate alternatives, implementation of strategies, and competitive strategies and dynamics. Special emphases are given to the integration and coordination of the functional areas within the enterprise. The case method will be used to provide practical experience in analysis and decision-making in the solution of business problems.

Upon completion of this course, you should be able to:

- Understand the nature of competition and industries at an advanced level.
- Understand how external forces such as social, political/legal, economic, and technological, influence strategic decision-making and firm performance.
- Understand the sophisticated relationships among the functional areas of an organization (marketing, human resources, production, finance, and accounting) and how effective strategic planning requires a concerted effort among all functional areas.
- Understand strategy research, including extensive use of the internet as a research tool.
- Apply the strategic management model to the analysis of an ongoing enterprise, including industry, environmental, and firm assessments; firm, business, and functional strategic assessments; development and evaluation of strategic alternatives; and strategic implementation and control.

### **COURSE FORMAT:**

The structure of the class will include both passive (e.g., lectures, videos, readings) and active (e.g., class discussions) instruction. You will be responsible for reading all materials assigned, whether we discuss them in class or not. The lectures are intended to expand on the written materials and provide a deeper understanding of the issues faced in the field.

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. PowerPoint slides and mini-lectures will be available for each of the book chapters under the Doc Sharing tab. Also, many 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 and post it in the appropriate "Dropboxes" when it is due.

### **COURSE SCHEDULE:**

A course schedule is included within 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" (see the course schedule for the due date).

### **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@tamuc.edu](mailto:StudentDisabilityServices@tamuc.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" or digital, 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 to discussion board questions.
- **Regular and Timely Attendance and Participation:** You are expected to attend class and to log onto eCollege regularly. It is the responsibility of each student to keep up with the scheduled readings, discussions, and assignments/exams.
- **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 class or via e-mail. It is your responsibility to become aware of any such changes.
- **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 outside of class. I check my e-mail several times a day, so this is the best way to reach me. I strive to respond to any email within 24 hrs (even if it just to acknowledge receipt of the email while I continue to work on the request).
- **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.

## ASSIGNMENTS:

### **Exam Information**

There will be three exams given to assess your understanding of course material. Exams will be available on the first day of class. Exam exam will consist of multiple choice questions as well as a written assignment (case analysis).

- **Multiple Choice:** This portion of the exam will be timed and can only be accessed once; therefore, once you begin, you may not stop and come back to it later.
- **Case Analysis:** Cases analysis is a major part of this course. They are designed to integrate the material you were exposed to in your previous classes along with new material you learned in this class. The degree of difficulty and the expected depth of your analysis increases with each case, and therefore this portion of the exam increases in point value. Read the assigned cases and thoroughly answer the related questions. The idea is not always to find the right answer, but the reasoning process we adopt in our analyses. Therefore, be thorough in support of your answers.

**Please note: If a student misses an exam, the student will earn a grade of zero. Makeup exams will not be given.** Please see the schedule for the due dates.

The exam component of the course measures your individual ability to understand the concepts, principles, problems, and practices of operations management. Therefore, you **must do and submit your own work.** In accordance with the Texas A&M University-Commerce Code of Student Conduct Section 5.b [1, 2, 3], the penalties for students guilty of academic dishonesty include disciplinary probation, suspension, and expulsion.

### **Major Field Test (MFT)**

The ETS® Major Field Test for the Bachelor's Degree in Business contains 120 multiple-choice questions designed to measure a student's subject knowledge and the ability to apply facts, concepts, theories and analytical methods. Some questions are grouped in sets and based on diagrams, charts and data tables. The questions represent a wide range of difficulty and cover depth and breadth in assessing students' achievement levels.

This exam will be given at times and locations to be arranged during the early part of the semester usually three or four time times during the week of March 2-6, 2015 and in three locations (Commerce, Rockwall and Dallas). Students should receive at least a month's notice of dates and locations, in order to find a place in their schedule to take this exam during that week. If you know you will not be in North Texas during that week (for example if you are deployed in the military or live more than 90 minutes away from Commerce) it is your responsibility to notify your professor by about February 6, 2015, so that an alternative administration site can be arranged.

All students who complete the exam will receive a minimum of 75%. Students whose scores are above 35% for at least 6 of the 9 sub-scores will receive at least an 85%. Students whose scores are above 45% for at least 6 of the 9 sub-scores will receive at least 90%.

### **Group Project Information (Strategic Audit)**

After the first exam, there will be an online survey to assist students in forming groups (4-6 students). Each group will be assigned a company to analyze, with the outcome being an extensive case analysis in both written form and PowerPoint slides.

### **Strategic Audit Description**

The purpose of this exercise is to act as consultants and analyze a large corporation, its environments, and apply strategic management concepts to find insightful strategic options for this firm. Based on an existing corporation, your team will prepare a written strategic analysis applying strategic management concepts, *with the goal of suggesting some type of improvement strategy based on your analysis and what you've learned in class.* This will be a team project; the firm and industry will be selected from the list below on a first come, first serve basis for each group (in other words, no two groups will have the same company). The audit will be graded based upon timeliness, specificity, depth and breadth of analyses, and SUPPORT for your recommendations, as well as your team members rating of your contribution.

*Company List (in no particular order):*

Walt Disney Whole Foods Michael Kors McDonald's Hasbro	AT&T Amazon Proctor & Gamble Gap 3M Company
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You only need to submit one assignment for all the individuals on the team—in other words, each team member does not have to submit the assignment as I will give grades to all those whose names appear on the received document.

Please refer to Strategic Audit of a Corporation in Appendix 1.A on pages 34-41. You should use this outline as a guide for your project. You may also want to refer to chapter 12 for additional guidance. The minimum length of the strategic audit should be between 25 pages excluding appendices. The following formatting guidelines for all written assignments should be used: typed using 12-point Times New Roman font, double spaced, one-inch margins all around, page numbering on bottom of page, no header or footer, and student name, assignment information, and date in upper left-hand corner.

**Please Note: This group project is considered your final exam. Therefore, it should reflect what you have learned in this course as well as your previous courses.**

I am always available to assist teams with issues, but I recommend you try to solve problems in your group as if you were members of a real organization. In other words, learn how to be good team players. (Examples: Assign a team leader. Set realistic deadlines for work completion, and establish timeframes for members to respond to emails or other forms of communication (I recommend 24 hours).)

Keep in mind that a major part of your individual grade (up to 25 percent) for the group project will depend on how your group members rate you individually. Therefore, treat this assignment like a project on an actual job. Furthermore, be honest and thorough in your team member evaluations

Once groups are formed, the group needs to determine their group name and the company they wish to analyze. Groups will email the professor ([alex.williams@tamuc.edu](mailto:alex.williams@tamuc.edu)) this information.

The professor will then add this information to a Group Discussion Board setup in eCollege in order for students to collaborate on projects. While it is not mandatory for groups to use the discussion board as their primary form of communication, doing so will allow the professor to track the group's progress and offer advice and suggestions along the way. I realize there are other (richer) forms of group communication tools and you are more than welcome to use these instead.

***Discussion Board Information***

Various topics related to Business Strategy (Strategic Management) will be posted online for class participation. Each student is required to make thoughtful posts as well as replies to other students' posts for the assigned chapter(s) and follow explicit instructions for posting requirements. The discussion boards are an important part of your learning. In order to achieve the highest possible score for discussion participation, **post an original response to the topic and more than two replies** to show active engagement in the discussion. Postings will be graded on three critical elements: participation (shows high degree of engagement and interaction with others); timeliness (responses are on a consistent basis and throughout the semester); and critical thinking (addresses the question completely and in-depth; points are clearly made and evidence supports arguments/rationale; shows a clear grasp of content and elaborates with explanation and relevant examples). Once the discussion boards have been closed, they will not be re-opened. Please see the schedule for the due dates.

**IMPORTANT POSTING RULES:**

- Postings may be a few sentences or a couple of paragraphs in length. The key to a quality post is that it provides clear analysis and insight into the topic or questions. Your postings will be carefully read.
- Note that long-winded postings are not necessary. The idea is for quality posts that add value to the discussion.

- Plagiarism among students (copying others' postings) will NOT be tolerated. Please note that TAMU-C has explicit rules regarding plagiarism and will be subject to penalties. Students are advised to carefully read everyone's postings to ensure that no one has plagiarized your responses.
- Students with very FEW or NO SUBSTANTIVE postings will not receive the highest credit.
- Proofread your postings and eliminate any offensive references, poor sentence syntax, misspelled words, etc. Keep errors to a minimum.
- It is critical that students read ALL the postings for each topic. This will ensure that you not only respond to the topic questions but to your colleagues' comments as well. Also, it will help in ensuring against anyone plagiarizing your work.

**Assignments (General Comments)**

- 1. The following formatting guidelines for all written assignments should be used:** typed using 12-point Times New Roman font, double spaced, one-inch margins all around, page numbering on bottom of page, no header or footer, and student name, assignment information, and date in upper left-hand corner.
  - 2. Submitted assignments must be correctly formatted and free of grammatical and stylistic errors.** Students 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!
  - 3. 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 first day of class. While the syllabus designates specific dates for which work is assigned, you do not have to wait until the "assigned" date to start working on it (or to submit it). In other words, you can work at your own pace as long as you meet the due dates. I suggest you set a calendar of when to work on assignments based upon your schedule, how long it takes you to complete assignments, and the assignment due dates. 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 will have until **11:59 PM CST** to submit the work that is listed in the far right, "Work Due" column of the course schedule.
  - 4. 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".
- **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.

**GRADE COMPONENTS:**

Component	Type	Value
Exams 1 & 2 (25 MC, 75 case)	Individual	200 points (36%)
Exam 3 (25 MC, 100 Case)	Individual	150 points (27%)
Major Field Test	Individual	55 points (10%)
Group Project	Group	100 points (18%)
Discussion Boards (5 @ 10 pts each)	Individual	50 points (9%)
<b>Course Total</b>		<b>555 points</b>

**GRADING SCALE:**

A	90 – 100%	499-555 points	D	60-69%	333-387 points
B	80 – 89%	444-498 points	F	Below 60%	Less than 333 points
C	70-79%	388-443 points			

- Incomplete - Must be previously agreed upon by student and instructor.
- Withdrawal - Must be initiated by the student administratively.

DATE (TUESDAYS)	READINGS	WORK DUE (11:59PM)
1. September 1	Course Overview, Case Overview Ch 1: Fundamentals of Strategic Management  <b>Read, Initial, and Submit the Honesty Policy</b> <b>***APA Formatting Assignment</b>	<ul style="list-style-type: none"> <li>- Read the course syllabus</li> <li>- Read, sign, and submit Academic Honesty form.</li> <li>- Post on the About Me discussion board</li> </ul>
2. September 8	Ch 2: Industry Competition	
3. September 15	Ch 3: External Environment: Political & Legal Forces	Discussion Board (Due 09-17-2015)
4. September 22	Ch 4: External Environment: Social & Technological Forces	<b>Exam 1: Chapters 1-4</b> <b>(Due 09-28-2015)</b>
5. September 29	Ch 5: Managerial Ethics and Corporate Social Responsibility	Complete Survey to Form Teams (Due 10-05-2015)
6. October 6	Ch 6: Corporate-Level Strategies	
7. October 13	Ch 7: Business Unit Strategies	Submit Group Topics Discussion Board (Due 10-15-2015)
8. October 20	Ch 8: Functional Strategies	<b>Exam 2: Chapters 5-8</b> <b>(Due 10-26-2015)</b>
9. October 27	Ch 9: Strategy Formulation	Discussion Board (Due 10-29-2015)
10. November 3	Ch 10: Strategy Execution: Organizational Structure	
11. November 10	Ch 11: Strategy Execution: Culture and Leadership	Discussion Board (Due 11-12-2015)
12. November 17	Ch 12: Strategic Control	<b>Exam 3: Chapters 9-12</b> <b>(Due 11-23-2015)</b>

13. November 24	THANKSGIVING BREAK	
14. December 1		Discussion Board (Due 12-03-2015)
15. December 8	<b>Group Case</b> <b>(Due: TUESDAY 12-11-2015)</b>	

THIS WEEKLY SCHEDULE IS TENTATIVE