



COLLEGE OF BUSINESS

FALL 2015

COURSE NUMBER: MGT 527 04W and 05W

COURSE TITLE: GLB/Strategic Management

INSTRUCTOR: Dr. Guclu Atinc

REQUIRED TEXT: Hitt, Ireland, Hoskisson. (2015). Strategic Management: Competitiveness & Globalization. 11th ed. Thomson/Southwestern. ISBN listed by TAMUC bookstore is 9781285425177. Rental and eBook versions may be available.

COURSE DESCRIPTION: The focus of this course is on strategic management and business policy formulation and implementation. This course is designed to aid the students in synthesizing and applying knowledge accumulated throughout their studies in earlier courses and to introduce them with concepts unique to strategic management. A case based approach is used to provide the students with the opportunity to integrate the functional concepts, skills and techniques acquired in previous courses and to apply these skills to actual business cases. Course is open to Business majors only. Course should be taken during semester of graduation unless approved by department head and professor.

PREREQUISITE: Students are expected to come to class with energy and enthusiasm to learn.

COURSE OBJECTIVES:

1. KNOWLEDGE OBJECTIVES OF THIS COURSE INCLUDE BUT ARE NOT LIMITED TO:

1. Integrating the disciplines students have already studied
2. Applying theories and concepts relevant to strategic management
3. Analyzing internal strengths and weaknesses
4. Recognizing external opportunities and threats
5. Awareness of strategic planning at functional, business, corporate and international levels
6. Using both oral and written communication techniques to facilitate an effective strategic management process.

2. OUTCOMES FOR STUDENTS TO SUCCESSFULLY COMPLETE THIS COURSE INCLUDE:

1. Understanding the concepts related to strategic management
2. Understanding how to analyze external and internal environment of a firm
3. Comprehending different levels of strategy
4. Understanding the challenges of becoming a global manager
5. Understanding entrepreneurial strategy, strategic control and corporate governance
6. Understanding how to create effective organizational designs
7. Understanding strategic leadership through creation of learning and ethical organizations
8. Understanding how to manage innovation and fostering corporate entrepreneurship

Global Course: MGT 527, a Texas A&M University-Commerce Global Course, seeks to prepare students for an interconnected world through a focus on improved global competence. As a part of their respective Strategic Audits, students will demonstrate knowledge of the interconnectedness of global dynamics as they analyze organizations, their industries, and their internal and external environments. After grading, students will submit their Strategic Audits to ePortfolio <https://leo.tamuc.edu> – ManeSync tab.

CLASS MEETING: Online

CLASS LOCATION: Online

TEACHING METHOD: Lecture, case studies, pre-recorded and live sessions, discussions

OFFICE & TELEPHONE NUMBER: BA 310, Phone: 903-886-5685, Cell: 318-245-2870 (cell phone to be used only in emergencies)

EMAIL ADDRESS: guclu.atinc@tamuc.edu

OFFICE HOURS: Tuesdays 2:00-5:00 p.m.

ATTENDANCE POLICY: Due to the nature of this class there is no attendance policy. However, students of the online class are expected to be active participants.

MAKE-UP POLICY: Unless there is an officially documented reason for missing an exam, no make-up exams will be given.

STUDENTS WITH DISABILITIES: 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 believe you have a disability requiring an accommodation, please contact the Office of Student Disability Resources and Services, Texas A&M-Commerce, Gee Library, Room 132 – Phone (903) 886-5150 or (903) 886-5835 – Fax (903) 468-8148 – StudentDisabilityServices@tamuc.edu

CODE OF STUDENT CONDUCT: All students will follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. See Student's Guidebook at <http://www.tamuc.edu/CampusLife/documents/studentGuidebook.pdf>. Plagiarism and other forms of academic dishonesty are not tolerated. Instructors "are expected to uphold and support student integrity

and honesty by maintaining conditions that encourage and enforce academic honesty. Conduct that violates generally accepted standards of academic honesty is "Academic dishonesty." It includes, but is not limited to, plagiarism (the appropriation or stealing of the ideas or words of another and passing them off as one's own), cheating on exams or other course assignments, collusion (the unauthorized collaboration with others in preparing course assignments), and abuse (destruction, defacing, or removal) of resource material." See 13.99.99.R0.03 Plagiarism
<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.03Plagiarism.aspx>

Penalties for students guilty of academic dishonesty could include failing this course, disciplinary probation, suspension, and expulsion.

COURSE COMMUNICATION: Students are required to check their e-mail at least once a day for class information. The primary mode of communication in this class will be e-mail messaging. You should also check the eCollege platform for announcements, to access the course documents via Doc Sharing, post comments on the discussion board, and to check your grades. All the audio and video files will be uploaded to eCollege.

CASES: Cases constitute to be the major part of this course. They will be used to integrate the material you were exposed to in your previous classes and some new material you are going to be exposed in this class. You have to read the assigned cases thoroughly and must be ready to answer the related questions. The case method is intended to lead us to a debate. During this debate, sometimes we will reach a consensus while other times a single "right answer" may not emerge. The idea is not always to find the right answer but the reasoning process we adopt in our analyses.

STRATEGIC AUDIT: Each student is required to conduct a strategic audit for an assigned company. The rubric for this assignment can be seen below (Rubric 1). You should upload your report to Dropbox in eCollege.

INDIVIDUAL CASE ANALYSIS: The rubric for this individual assignment is Rubric 2 as can be seen below. There will be 2 individual case analyses. You should upload your report to Dropbox in eCollege.

STRATEGIC PLAN: Each team (composed of 4-5 students) is required to prepare a strategic plan for a publicly traded company. The rubric for this assignment is below (Rubric 3). One member of your group should upload the final report to Dropbox in eCollege.

GROUP PROJECT: Each group (composed of 4-5 students) will be assigned to analyze a case, prepare a report and present it in class using visual aids (e.g., handouts, PowerPoint slides, overheads). The students of the online class will write a report and prepare the related PowerPoint slides. Use the concepts you learn in this class and previous classes to perform your analysis. You will get to rate your group members based on their contribution. I do not want you to come to me to complain about your group members. Try to solve problems in your group as if you will do in real life. Keep in mind that 25 percent of your grade for the group presentation will depend on how your group members rate you individually. In other words, learn how to be a good team player. It is up to you how to organize your paper/presentation, but you should at least address the following issues:

- Diagnosing the company's situation, including external opportunities and threats, internal strengths/capabilities/resources and weaknesses/liabilities, thorough financial analysis, etc.
- Identifying problems the company is facing
- Developing various action alternatives that can address the problems
- Analyzing the pros and cons of various action alternatives

- Making your conclusion and recommendations as specific as possible

In short, you assume the role of a consulting team for this company. Your team should be able to make specific recommendations regarding the solutions to the identified problems of this company. One member of your group should upload the final report to Dropbox in eCollege.

EXAMS: There will be 2 (two) exams. Exams will include multiple choice and essay type questions.

Cumulative/Comp Exam: The individual strategic audits will count as the comprehensive exam for graduation. **YOU MUST OBTAIN A PASSING GRADE ON THIS SUBMISSION TO GRADUATE.**

EVALUATION:

Strategic Plan	15 percent (peer evaluations will impact your grade)
Individual Strategic Audit	15 percent
Individual Case Analysis	10 percent
Group Project	15 percent (peer evaluations will impact your grade)
Participation	5 percent
Exam 1	20 percent (covers Chapters 1-6)
Exam 2	20 percent (covers Chapters 7-13)

90-100 percent	A
80-89 percent	B
70-79 percent	C
60-69 percent	D
less than 60 percent	F

Keep in mind that you are going to be accumulating points throughout the semester!
(In other words, try to get as many points as you can, including the occasional bonus points)

COURSE SCHEDULE

DATE	TOPIC	ASSIGNMENT	NOTE
Week 1	Introduction to class, syllabus, formation of groups		Welcome to MGT 527
Week 1	Chapter 1 - Strategic Management and Strategic Competitiveness	Chapter 1	
Week 1	Chapter 2 - The External Environment: Opportunities, Threats, Industry Competitiveness, and Competitor Analysis	Chapter 2	Possible discussion posting
Week 2	Chapter 2 - The External Environment: Opportunities, Threats, Industry Competitiveness, and Competitor Analysis	Chapter 2	
Week 2	Chapter 3 - The Internal Organization: Resources, Capabilities, Core Competencies, and Competitive Advantage	Chapter 3	Possible discussion posting
Week 3	Chapter 4 - Business Level Strategy	Chapter 4	
Week 3	Chapter 5- Competitive Rivalry and Competitive Dynamics	Chapter 5	
Week 4	Chapter 5- Competitive Rivalry and Competitive Dynamics	Chapter 5	Individual case analysis due (Harley Davidson-Case 14)
Week 4	Chapter 6 - Corporate-Level Strategy	Chapter 6	
Week 5	EXAM 1		Chapters 1, 2, 3, 4, 5, and 6
Week 6	Chapter 7 - Merger and Acquisition Strategies	Chapter 7	
Week 6	Chapter 8 - International Strategy	Chapter 8	Possible discussion posting
Week 7	Chapter 8 - International Strategy	Chapter 8	
Week 8	Chapter 9 - Corporate Strategy	Chapter 9	Individual case analysis due (TEOCO-Case 28)
Week 8	Chapter 9 - Corporate Strategy	Chapter 9	
Week 9	Chapter 10 - Corporate Governance	Chapter 10	
Week 9	Chapter 10 - Corporate Governance	Chapter 10	
Week 10	Chapter 10 - Corporate Governance	Chapter 10	Strategic Plans are due (group)
Week 10	Chapter 11 - Organizational Structure and Controls	Chapter 11	
Week 11	Chapter 12 - Strategic Leadership	Chapter 12	
Week 11	Chapter 12 - Strategic Leadership	Chapter 12	Strategic Audit due (individual)
Week 12	Chapter 13 - Strategic Entrepreneurship	Chapter 13	
Week 12	Chapter 13 - Strategic Entrepreneurship	Chapter 13	
Week 13	Course Review		
Week 14	EXAM 2		Chapters 7, 8, 9, 10, 11, 12, 13
Week 15-16	Group Projects/Presentations		PPT and paper due

The above schedule is tentative and subject to change throughout the semester

Rubric 1 - Individual Written Case Analysis (Strategic Audit) Rubric (Word document & PowerPoint Presentation) - Students who score less than 70 points on individual written case (and accompanying PowerPoint slides) will be required to re-submit it, with the understanding that a re-submission cannot score more than 80 points.

	Exceeds Minimum Standards	Meets Minimum Standards	Fails to Meet Standards
Introduction to the Organization (I) – Company History. Current Status. Executives. Business Model – 6 points	Includes essential material in this section. Any additional material is in an appendix. (Also PP slides) 5-6 points	Includes essential material in this section. Any additional material is in an appendix. (Also PP slides) 3-4 points	Essential material not included and/or PP slides not included. 0 to 2 points
Identification of Industry & competitors (II) (2 points)	Lists and briefly discusses industry(ies) in which organization competes & its competitors – 2 points	Lists and briefly discusses industry(ies) in which organization competes & its competitors – 2 points	Fails to address industry(ies) in which organization competes and/or its competition. 0 to 1 point.
Analysis of the Industry (III) Strategic group, Porter’s 5 Forces, Industry CSF’s, & Successful & Failed Organizations - 10 points	Analyzes organization’s strategic group(s), critical success factors for industry, & lists successful & failed organizations. Discusses Porter’s 5 Forces & provides an in-depth analysis for industry & organization-9-10 pts	Meets the basic criteria for this Outline Item, but fails to demonstrate knowledge of theories needed to address some of the requirements. – 7 or 8 points	Meets some of the basic criteria for this Outline Item, but fails to demonstrate knowledge of theories needed to address most of the requirements. – 0 to 6 points
Analysis of Macro-Environment (IV) (Political, Economic, Social, and Technological forces – Threats & Opportunities facing the organization - 12 points	Demonstrates knowledge of, & capability to apply, theories and tools in the analysis of Macro-Environment (e.g., Political, Economic, Social, and Technological forces). Also identifies the threats and opportunities facing the organization. 10-12 points	Meets basic criteria for this Outline Item. Fails to demonstrate knowledge of, or ability to use, theories & tools needed to analyze Macro-Environment. May not identify some threats and/or opportunities facing the organization. – 7-9 points	Meets some of the basic criteria for this Outline Item, but fails to demonstrate knowledge of theories needed to address most of the requirements – 0 – 6 points.
Analysis of Organization - Measurement and control system (V) - Current financial position - Use financial analysis tools - Compare with competitors and standards. List KPI’s (Key Performance Indicators) – 15 points.	Applies financial analysis theories and tools to determine organization’s current financial position & compares it with competitors and standards. Discusses its measurement and control system & KPI’s – 13-15 points.	Meets basic criteria for this Outline Item. Fails to demonstrate knowledge of, and/or capability to apply, financial analysis theories & tools and/or fails to compare it with competitors and standards – 10-12 points.	Meets some of the basic criteria for this Outline Item, but fails to demonstrate knowledge of, or capability to apply, theories & tools needed to address most of the requirements – 0 – 9 points
Analysis of Organization (VI) – Mission, Vision, Core Values, Operating Guidelines, Core Competencies, Goals - 10 pts.	Demonstrates knowledge and capability to apply theories and tools in the analysis of the organization in terms of its mission, vision, core values, operating guidelines, and core competencies – 9-10 points.	Meets the basic criteria for this Outline Item, but fails to demonstrate knowledge of, or capability to apply, theories needed to address some of the requirements – 7-8 points.	Meets some of the basic criteria for this Outline Item, but fails to demonstrate knowledge of theories needed to address most of the requirements – 0 – 6 points.

<p>Analysis of Organization (VII) – Current Strategies, Alignment with goals. Compares with competition. Completes SWOT analysis and Gap analysis for organization. Suggests strategies. Evaluates strategies –20 points</p>	<p>Demonstrates knowledge of, and capability to apply, theories & tools in analysis of organization (current strategies, alignment of strategies with goals, competition). Uses SWOT & Gap analyses. Suggests strategies & evaluates each of them - 17-20 points.</p>	<p>Meets the basic criteria for this Outline Item, but fails to demonstrate knowledge of, or capability to apply, theories needed to address some of the requirements – 12-16 points.</p>	<p>Meets some basic criteria for this Outline Item. Fails to demonstrate knowledge of theories needed to address most of the requirements – 0 – 11 points.</p>
<p>Analysis of Organization (VIII) – Functional Strategies (10 pts)</p>	<p>Marketing , Finance, Operations, Purchasing Human Resources, Information Systems Strategies and their alignment – 9-10 pts.</p>	<p>Meets basic criteria. Fails to demonstrate knowledge of, or ability to apply, theories needed to address requirements – 6-8 pts.</p>	<p>Fails to demonstrate knowledge of, & ability to apply, theories needed for most requirements - 0-5 pts.</p>
<p>Analysis organization’s improvement initiatives & standards (IX) – 10 points</p>	<p>Analyzes current & previous improvement initiatives & standards & impact – 9-10 pts.</p>	<p>Meets basic criteria for Outline Item. Fails to address some requirements – 6-8 points.</p>	<p>Fails to address most of the Item Requirements – 0-5 points.</p>
<p>Conclusion and Future of Organization (X) – 5 points</p>	<p>Addresses expected results & organization’s potential for future success – 5 points</p>	<p>Meets basic criteria for Outline Item. Fails to address some requirements – 3-4 pts.</p>	<p>Fails to address most of the Item Requirements – 0-2 points</p>

Individual Written Case Analysis (Strategic Audit) Outline – Rubric 1

- I. Introduction to the Organization** - History of the Company & Current Status -- A. When was the organization founded, why and by whom? Discuss unusual history associated with the organization. B. Is it privately or publicly held? C. Who are its top executives in terms of experience, academic credentials, diversity, etc.? D. Discuss the organization's Business Model? E. **What is the impact of globalization on this organization?** F. Other information?
- II. Identification of the Industry and the Competitors** -- Industry definition is necessary so that competitors can be identified; macro-environmental forces that affect the organization and its industry can be assessed, and the organization's relative strengths and weaknesses can be compared to other organizations within the industry.
- III. Analysis of the Industry**
 - A. Strategic Group(s) in which the company exists and competitors in it/them.
 - B. Intensity of rivalry among existing competitors. Use Porters 5 Forces for B, C, D, E, and F. (C). Threat of new competitors entering the industry; (D) Threat of substitute products or services; (E) Bargaining power of buyers and (F) Bargaining power of suppliers
 - G. Potential Profitability of the Industry - What organizations have succeeded and failed in the industry and why?
 - H. What are the Critical Success Factors for the industry?
- IV. Analysis of the Macro-Environment (Includes identification & analysis of global factors & application of analysis to business situation)**
 - A. What political/legal forces affect the industry?
 - B. What economic forces affect the industry?
 - C. What social forces affect the industry?
 - D. What technological forces affect the industry?
 - E. What are the threats and opportunities facing the organization?
- V. What is the organization's measurement and control system?**
 - A. Current financial position - Is the organization financially sound?
 - B. Compare with competitors and standards.
 - C. Use financial analysis tools.
 - D. What are the organization's Key Performance Indicators (KPI's)?
- VI. Analysis of the Organization (Mission, Vision, Core Values, Operating Guidelines, Core Competencies, Goals)**
 - A. What is the mission of the organization? Has the mission changed over time?
 - B. What is the vision of the organization? Has the vision changed over time?
 - C. What are the organizations core values and operating guidelines? **Analyze current problems that conflict with the organization's core values and operating guidelines.**
 - D. What are the organization's core competencies? How are they unique?
 - E. What are the organization's broad and specific goals?
- VII. Analysis of the Organization – Organization-Level and Business Unit Strategies**
 - A. What are the current organization-level strategies? Business unit strategies?
 - B. How are the strategies aligned with the goals?
 - C. Compare this organization's strategies with those of competitors.
 - D. Use SWOT analysis and Gap analysis to suggest strategies.
 - E. Evaluate strategies (advantages & disadvantages of each strategy).
 - F. Key performance indicators (KPI's)
- VIII. Analysis of the Organization – Functional Strategies**
 - A. Marketing – Finance – Operations – Purchasing – Human Resources – Information Systems
 - B. How well are the functional strategies aligned?
- IX. Analyze organization's improvement/change initiatives** (e.g., Six Sigma, SQM, TQM, Lean Manufacturing, JIT,

Process Reengineering, High Performance Work Teams, Assessment using Malcolm Baldrige National Quality Award Criteria, ISO 9000, ISO 14000, Benchmarking, Balanced Scorecard, etc.) A. Previous & current impact/success of improvement initiatives.

B. Alignment of improvement initiatives and integration into strategic management of the organization.

C. Comparison of improvement initiatives with other organizations within and outside the industry.

- X. Conclusion and Future of Organization** - Comment about the organization's profile for future competitiveness and success. What does the organization have to do right to succeed (organization's Critical Success Factors)? What are the expected results in terms of short-and long-term profitability and survival?

Use the following outline for textbook cases (See Rubric which matches this outline – Rubric 2).

- I. Introduction**
- II. Current Situation/Issues/Problems (List and Discuss)**
- III. Alternatives for Each Issue/Problem**
- IV. Selection of, and Justification for, Selected Alternative**
- V. Conclusion**
- VI. Appendix A – Current Scenario & Analysis – Research**

Assignment Rubric for Textbook Cases (Rubric 2)

	Significantly Exceeds Minimum Standards	Meets or Somewhat Exceeds Minimum Standards	Fails to Meet Standards
Introduction	5 points	3-4 points	0-2 points
Current Situation/ Issues/ Problems (List and Discuss)	Able to list and correctly discuss all issues. 14-15 points	Able to list and adequately discuss most issues. 10-14 points	Failed to list and adequately discuss few or discussed no issues. 0-9 points
Alternatives for Each Issue/Problem – List advantages and disadvantages of each alternative	Able to list correct alternatives and their advantages and disadvantages for each issue 24-25 points	Able to list adequate alternatives and their advantages and disadvantages for most issues 18-24 points	Failed to list adequate alternatives and their advantages and disadvantages for various issues. 0-17 points
Selection of, and Justification for, Selected Alternative	Able to select correct alternative(s), and provide from textbook correct justification for them. 19- 20 points	Somewhat able to select correct alternative(s) and provide textbook justification for them. 13-19 points	Failed to select correct alternative(s) and/or to provide textbook justification for them. 0-12 points
Conclusion	4-5 points	3-4 points	0-2 points
Appendix A – Current Scenario – Research – Where is the organization now? Analyze the current scenario	Able to correctly determine and analyze current situation for organization in case and provide references from research as well as textbook. 29-30 points	Somewhat able to correctly determine and analyze current situation for organization in case and to provide references from research as well as textbook. 23-29 points	Failed to correctly determine and analyze current situation for organization in case and/or to provide references from research as well as textbook. 0-22 points
Total	95-100 points	70-94	0-64

Rubric 3 – Team Strategic Plan and Individual Evaluation of Self and Other Team Members

	Significantly Exceeds Minimum Standards	Meets or Somewhat Exceeds Minimum Standards	Fails to Meet Standards
*Core Values	Accurate per text and class lectures – 9-10 points	Mostly Accurate per text and class lectures – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Operating Guidelines	Accurate per text and class lectures – 9-10 points	Mostly Accurate per text and class lectures – 7 – 8 points	Failed to meet minimum standards - Zero Points
*SWOT Analysis	Accurate per text and class lectures – 9-10 points	Accurate per text and class lectures – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Mission	Accurate per text and class lectures – 9-10 points	Accurate per text and class lectures – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Vision	Accurate per text and class lectures – 9-10 points	Accurate per text and class lectures – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Broad and Specific Goals	Accurate per text and class lectures – 9-10 points	Accurate per text and class lectures – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Strategies	Accurate per text and class lectures – 9-10 points	Accurate per text and class lectures – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Critical Success Factors	Accurate per text and class lectures – 9-10 points	Accurate per text and class lectures – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Distinctive Competencies	Accurate per text and class lectures – 9-10 points	Accurate per text and class lectures – 7 – 8 points	Failed to meet minimum standards - Zero Points
*Measurements	Accurate per text and class lectures – 9-10 points	Accurate per text and class lectures – 7 – 8 points	Failed to meet minimum standards - Zero Points
	90 - 100	70 - 80	

<p>**Individuals Complete Evaluation Form for Self & Other Team Members</p> <p>*Students get strategic plan points based on plan IF they complete the evaluation.</p>	<p>Complete evaluation for self and other team members AND functioned as required by team strategic plan. See Doc Sharing for form.</p>	<p>Complete evaluation for self and other team members AND mostly functioned as required by team strategic plan</p>	<p>Failed to evaluate team members or provide required information – And/or failed to function as required by team strategic plan</p>
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