


**MGT 439 Business Strategy
Spring 2016**

Section 23237–MGT 439 – 03W

Instructor: Lloyd M. Basham, Ed. D, MBA, MA. BBA

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Hello, my name is Lloyd and welcome to Management 439, Business Strategy with Texas A & M University-Commerce. I am looking forward to being your instructor in the future fifteen weeks. There is no doubt that after the conclusion of this course we will look back upon this period as being a personally enhancing experience for each of us. My challenge to you, as a mental preparation for this class, is to give thought to "significance" and its meaning to you and its application to the forthcoming material in Management 439. It is my objective to make a difference in your educational experience and likewise I hope to make a lasting impression on you as I am sure that you will with me. Let us begin the journey!

Special Note on the Class Schedule:

Please note the term is scheduled to run from January 19 to May 1, 2016. Each week will begin at 8:30am on Monday morning (with the exception of Week One which will begin on Tuesday morning due to First Day of Class and conclude at 11:59pm in the evening on the following Sunday with the course concluding at 11:59pm on Sunday, May the 1st . Also, please note that there will be no assignments due or course activity on Week Nine due to Spring Break

Course Description:

This course provides a business capstone for the study of the overall functioning of various types of organizations. This course includes a brief study of strategic planning including mission statement development, analysis of 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 methods and/or business simulation will be used to provide practical experience in analysis and decision making in the solution of business problems.

Prerequisites: Senior standing; FIN 304, BA 302, MGT 305, MGT 307, MKT 306.

Learning Objectives:

This course aims to improve student understanding of the concepts, principles, problems, and applications of strategy. After completing this course:

1. Students will demonstrate an understanding of business strategy and the essential terminology and concepts including the strategic management process, the macro environment of business, industry competition, various levels of strategy in a business, SWOT analysis, strategy selection, and planning for strategy implementation and control.
2. Students will apply business strategy concepts and the strategic management process to current company and industry situations through case analysis and presentations
3. Students will develop a personal strategic plan with job search strategies, career analysis, and long-term career plans.
4. Students will demonstrate personal communication and project management skills.
5. Students will demonstrate problem solving skills through case analyses.

Software to use during the course: As you sign on into eCollege for MGT 439 please immediately go to the **Student tutorial** so that you may become familiar with this online resource. Students will be able to go directly to the University library from eCollege.

All correspondence between instructor and student will be via the student's leo email address as assigned by the university. Personal email addresses will not be utilized for course correspondence; as this will be the virtual office. This and the equipment requirements are standard and minimum requirements for the course.

Due Dates and Late Assignments

All assignments and papers are due prior to 11:59pm (before midnight) Central Standard Time on their respective date as indicated in the syllabus. **Assignments are late if not submitted on the due date. No exceptions or extensions are given for the scheduled due dates regardless of reasons ((including vacations, travel [both personal and work related], personal, illness, medical emergencies, do not have text or the correct edition, hardware software and connectivity issues, prepared the assignment but did not post it in the dropbox by the due date and/or posted the assignment in the incorrect dropbox,,etc, so plan and organize [management acumen,] accordingly). If not submitted on time or prior to or on the due date they will not be graded and accordingly zero points will be assigned to that assignment.**

Turning in assignments during the course:

Unless instructed to do so later in the term, assignments must be turned into the instructor using eCollege in the respectful week's dropbox. When you submit your assignment in the dropbox, eCollege will give you a notification of successful completion. eCollege will reflect the date and time of your submittal. You can check whether your submission is available for my viewing by clicking on the dropbox; then go to the student frame and enter your name and you will see the same date and time of your submission that I see. This eliminates the need to inquire of me "did you receive the posting of my assignment."

Unless instructed to do so later in the term, assignments must be turned into the respected week's dropbox by 11:59pm on the designed date as specified in the assignment instructions."

When providing feedback on assignments and reporting grades, the instructor usually reports grades on a feedback scorecard one week following their submittals. This week period is needed to provide the instructor an adequate amount of time to read thoroughly each assignment submission. Please review the applicable assignment Rubrics in the Document sharing files. Assignment requirements will have FULL TEXT page requirements from top to bottom margin of each page for all members of the class. Instructor utilizes a scorecard form (instead of eCollege's Grade book) that allows detail feedback – an example of which will be provided in the first week of class.

All assignments should follow the formatting instructions presented below.

Style and format for assignments:

Students are expected to write skillfully and professionally in the workplace. Accordingly, the instructor intends to hold **students accountable for the quality of the written work they turn in**. Use the following guidelines for all assignments that will be turned in to the instructor during the course. Points will be taken off for not following the format requirements. The papers must be:

Typed (word processed)

Margins: one inch on the top, bottom, and both right and left sides

Spacing: double-space

Font: Times New Roman 12-font

Page size = letter; Use a standard 8-1/2 by 11-inch paper format

APA format – Template will be posted in Document Sharing files

Course Policy for Drops and Incomplete Grades:

Please check with the Registrar for the date that you can drop and receive a Q grade. Otherwise, students will receive a grade in the course regardless of status of completion.

Students often believe that Internet courses are independent study courses and that they can work at their own pace throughout the course. Although the schedule will provide some flexibility and does not require physical class attendance (or commuting to and from class), student discipline to meet due dates for the daily participation and course assignments, Resume, Assignment, Ten Companies, Personal Mission Statement and Development Plan, Paper, and Exams are required. **We will move quickly and intensely throughout this course so be prepared to dedicate a minimum of three to four hours per week of your life between now and May the 1st. Incomplete (I, reserved for Thesis and Dissertation and X) grades will not be assigned in this course. This is upper level undergraduate study and research so there is not such thing as make-up or additional work, therefore do not ask or request such.**

Classroom Civility and Courtesy

Interfacing and treating each and every individual with dignity and respect.

Academic Honesty

Academic honesty is highly valued at the Texas A & M University – Commerce. You must always submit work that represents your original words or ideas. If any words or ideas used in a class presentation or assignment submission do not represent your original words or ideas, you must cite all relevant sources and make clear the extent to which such sources were used. Words or ideas that require citation include, but are not limited to, all hard copy or electronic publications, whether copyrighted or not, and all verbal or visual communication when the content of such communication clearly originates from an identifiable source. Please see the Texas A & M University – Commerce Graduate Catalog for more information about academic honesty, including consequences of academic dishonesty. Student(s) will be warned with an individual email if plagiarism is found in an assignment and will be automatically assigned an F in the course if plagiarism is repeated a second time.

Course Text:

John A. Parnell. Strategic Management: Theory and Practice, 4th Edition. Sage, 2013. ISBN: 978-1-4522-3498-4. www.sagepub.com/books/

Activities:

Lessons:

The course material will be organized around week assignments, cases and/or participation as posted in the discussion folder each week. Some discussion questions may be slightly more heavily weighted in the grading than others i.e. Each weekly assignment will include reading assignments, and/or a written assignment or as a discussion question.

A minimum and page limit will be strictly enforced for the written assignments. Minimum number of pages means exactly that; assignments turned in less than minimum page requirement will have reduction in points in the grading of the assignment. The page length provided should be more than adequate to do well on the written assignments and case. For the Personal Application in a discussion, typically a few paragraphs can provide a good response.

Major Field Test (MFT): (10% of total course grade) *TBA*

The College of Business requires all students to take the Major Field Test in their final semester. This test is administered through enrollment in the capstone strategy course. It is a comprehensive look at your performance in many areas relating to business, including your major. It is important for all students to give their very best effort on this test. We use the results to evaluate our programs for accreditation. High performance on the Major Field Test demonstrates that students graduating from TAMUC College of Business are nationally competitive. Faculty may consider your MFT results, in addition to your coursework, when they recommend you for jobs or additional academic programs.

The MFT will be given on the TAMUC campuses at specific times near the middle of the semester. If you cannot take the exam at the scheduled times, you will be able to sign up for a proctored online version. You will receive more information about a month before the MFT is offered.

All students who complete the exam will receive a minimum of 75%. Students whose scores are above 35 percentiles for at least 6 of the 9 sub scores will receive 85%. Students whose scores are above 45 percentiles for at least 6 of the 9 sub scores will receive 100%.

Note: Be aware of key strategy/strategic planning terms.

Company	does not equal	Industry
Opportunities	do not equal	alternatives
Environmental factor factor	does not equal	company strategy to respond to the
Environmental factor environmental factor	does not equal	industry response to the

Strategic management terms are presented for a reason. Learn what they mean and use them appropriately in assignments.

RESEARCH PAPER ON A COMPANY. (20% of total course grade) Due date 4/24

The Research Paper will be on a Company that is in critical need of a Revised and/or Current Strategic Plan and updated SWOTs. The Company will be assigned on January the 27th utilizing a drawing process. The drawing process will be as follows: Numbers equal to the number of the students enrolled in the class will be extracted from a “hat” by the Administrative Assistant for the Department of Management. After the recording of the number, the Administrative Assistant for the Department will then extract a Company from other “hat.” This Company selected will be assigned to the number previously drawn. And the process will continue until all numbers from the “number hat’ has been drawn and a topic has been recorded for each number drawn. Then the instructor will take the number on the student roster and the number which the student has on the student roster will be the corresponding number which has been drawn and accordingly been given the Company which has been drawn for that number. An email with the student’s individual scorecard as an attachment will be sent to the student’s university email on January the 28th. The Company drawn will be listed next to the Research Paper line item within the scorecard. The paper must use APA style and have a minimum of 12 pages (full page text from top to bottom margin – these pages are in addition to the Cover page, Table of Contents page, Abstract page, Reference page and Appendix page) with a minimum of 10 references in the reference page. Please see Research Paper rubric requirements in the document sharing files.

The paper must use APA style. A template will be posted in the Document Sharing files as to format for paper in APA style.

The Research Paper will be due on Sunday, April 24th prior to 11:59pm. There will not be any exceptions or extensions for the due date and time.

Mid Term Exam (Represents 20% of total course grade)

Exam I: (Timed) Week Eight. Will be over the Chapters 1-12 text material and class lecture, discussion. Predominately objective questions (true/false, matching, and Multiple Choice.

There will NOT be a “make-up” for Exam I (Mid Term Exam). It is a comprehensive exam and covers Chapters 1-12.

Resume (5% of total course grade) Due date of 1/24

Each student will submit a formal resume that can be used for the purposes of interviewing.

Minimum of two pages. Include your objectives, work and job related experiences, accomplishments, achievements and capabilities.

Personal Mission Statement and Development Plan (10% of total course grade) 1/31

In order to be high performance leaders/managers, people need to Understand themselves, their strengths, weaknesses (opportunities and threats) for development), goals, strategies for reaching those goals, etc. An outline for the Personal Development Plan should include at a minimum the elements of the Strategic Management Model which is included in the Document Sharing files. This would be a minimum of six pages. First page is the Personal Mission Statement followed by five pages of your planned development for your life and career- should take out into the future until your “planned” retirement.

List of 10 Companies (Represents 10% of total course grade) Due date of 2/7

This will be a minimum of Five full pages listing the top 10 companies that you would like to work for. For each company you will have to give your logic, reasoning, and thoughts or justifications as to why you would like to work for these companies. This should come from your Personal Development Plan as part of your career path in obtaining your personal goals.

PARTICIPATION/DISCUSSION (5 separate week posting which in total represents 5% of course grade)

This is related to class discussions by way of online discussions. A question will be posted in five of the weeks of this course. A common question is how many postings or replies are required? The number is not the criteria but I would at a minimum expected a primary posting “directly to me” with each student providing a response to the question posted. I am not looking for “threading” or class interchange. I am seeking your comments, thoughts, application on the topic that has been presented. In addition, it is my expectations that the posting has a quality of content; not simply “I agree.” Your position or opinion must be supported with criteria and thought with application. Also, I look at each Weeks postings as a unique assignment. So eligibility for posting for a Week’s discussion concludes at 11:59pm on that respective Sunday. [Each week of a discussion posting has a potential point value of 1 point]. So there is not such “thing” as catching up at the end of the course. The “Clock” begins at 8:00am on the Monday of the beginning of the Week that has a

discussion question(s) and ends at 11:59pm on Sunday of that same week. This eliminates the poor quality of multiple postings that are provided in a very few days at the end of the term. Examples of postings or replies that do not receive any value include: postings that simply copy from a source with no commentary or justification, “me too” or “I agree” posting or replies without explanation, current event topics or “cooler talk” that is not very related to the course content.

Final Exam -CASE: Due date of 5/1

TIMED Use Strategy concepts and theories (specify SWOTT analysis) to substantiate your answers. The Case will be selected from our text.

It will be essay. It will have 4 questions and a minimum 4 pages per questions for a minimum total of 16 pages of text and maximum page requirement of FULL page TEXT. It will be due on Sunday, May 1st by 11:59pm (the last day of class). **No exceptions and/or extensions will be granted for any reasons because of the length of time that has been given for its completion.** It will be posted on Monday morning (April 25th) at 8:00am at the beginning of Week Fifteen, no sooner or later; so students should plan their schedules accordingly.

Turnitin tool:

The assignments of Research paper and Final Exam Case will be reviewed by the research tool Turnitin. Instructor’s cut-off acceptance is less than 25%. If your submittal reflects a Turnitin percentage higher than 25%, then the assignment will be viewed and graded as a plagiarism submittal and assigned zero points. Accordingly, you should avoid any cut and paste and write your assignment in your own words. Avoid multiple words and continual words within a phrase, sentence, or paragraph from reference sources which will activate the Turnitin indicator of use of other authors or sources of copyrighted work. Also, avoid cut and paste from previous course assignments as this will also increase your turnitin percentage. To review your work and the percentage calculation, post your submittal earlier than the cut-off date and time. It will reflect the percentage. Therefore, if you have a high percentage you can rework and replace sentences, etc. into your own words. Then, post your assignment again prior to the cut-off date and time. Instructor will grade the last posted submittal prior to the cut-off day and time. Any submittal posted after the cut-off date and time will not be graded. If the late submittal is the only submittal, then accordingly it will be assigned zero points. Thus, submit early instead of waiting until the “last minute.” Also, please do not email me as to why your percentage is greater than 25%. All you have to do is click on the “color” of Turnitin and it will list all the sources/reasons as to why your percentage is causing the over 25% and you can go back and correct your causes of the percentage. Please review the Undergraduate Student Handbook on the potential consequences of submitting a second submittal that is labeled plagiarism

Course Grading: Evaluation: Eligibility of Points (Percentages)

Resume	5
5 Specific Weeks of Discussion – 1 Point per Week	5
Major Field Test	10
Personal Mission Statement and Development Plan	10
List of Companies	10
Research Paper	20
Exam I Mid Term	20
Final Exam Case	20
Total	100

The instructor does not “grade on the curve.”

How points and percentages equate to grades

90-100	A
80-89	B
70-79	C
60-69	D
<59 -59	F

Tentative Course Outline * Major Field Test TBA*

Date	Topic (See First Assignment)	Reading Assignment
Week One 1/19- 1/24	Introduction and organization of the course – READ Chapter 1 Chapter 2	Chapter 1 Chapter 2 The Strategic Management Model will be used for the creation of a Personal Development Plan. It

	<p>Develop and submit your personal Resume.</p> <p><u>Prepare a Professional Personal Résumé- One that can be utilized for submission for future interviews.</u></p>	<p>will be located in the Document Sharing files.</p> <p>Dropbox Week One</p>
<p>Week Two 1/25-1/31</p>	<p>Develop and submit <u>Mission Statement and Personal Development Plan</u> (What are the milestones and benchmarks that you will use to evaluate the development of your personal life and career path and how am you going to get there).</p> <p>Chapter 3</p> <p>Chapter 4</p> <p>Research Paper Company drawn and distributed to student ts.</p>	<p>Dropbox Week Two</p> <p>Chapter 3 Chapter 4</p> <p>– The Strategic Management Model will be used for the creation of a Personal Development Plan. It will be located in the Document Sharing files.</p>
<p>Week Three 2/1-2/7</p>	<p>Read Chapter 5</p> <p>Prepare and submit: <u>List of 10 Companies</u> This will be a minimum of Five full pages listing the top 10 companies that you would like to work for. For each company you will have to give your logic, reasoning, and thoughts or justifications as to why you would like to work for these companies. This should come from your Personal Development Plan as part of your career path in obtaining your personal goals.</p>	<p>Chapter 5</p> <p>Dropbox Week 3</p> <p>Email to Instructor</p>
<p>Week Four</p>	<p>Read Chapter 6 Chapter 7</p>	<p>Chapter 6 & 7</p>

2/8-2/14		
Week Five 2/15-2/21	Read Chapter 8 & 9 DISCUSSION	Chapter 8 & 9
Week Six 2/22-2/28	Read Chapters 10 & 11	Chapters 10 & 11
Week Seven 2/29-3/6	Read Chapter 12	Chapter 12
Week Eight 3/7-3/13	Mid Term Exam Covers Chapters 1-12 of Text	TIMED
Week Nine 3/14-3/20	SPRING BREAD NO ASSIGNMENTS OR ACTIVITY	
Week Ten 3/21-3/27	DISCUSSION	
Week Eleven 3/28-4/3	DISCUSSION	
Week Twelve 4/4-4/10	DISCUSSION	
Week Thirteen 4/11-4/17	DISCUSSION	
Week Fourteen 4/18-4/24	Research Paper Submittal	Dropbox Week Fourteen
Week Fifteen 4/29-	Final Exam - CASE	Dropbox Week Fifteen

5/1		

Tentative Schedule:

The opening/starting time for all course activity will be 8:00am each morning and the closing time for all course activity is 11:59 pm on the day/date scheduled.

Lesson	Opening day/date	Closing day/date
Week One	Tuesday January 19	Sunday January 24
Week Two	Monday January 25	Sunday January 31
Week Three	Monday February 1	Sunday February 7
Week Four	Monday February 8	Sunday February 14
Week Five	Monday February 15	Sunday February 21
Week Six	Monday February 22	Sunday February 28
Week Seven	Monday February 29	Sunday March 6
Week Eight	Monday March 7	Sunday March 13
Week Nine	Monday March 14	Sunday March 20
Week Ten	Monday March 21	Sunday March 27
Week Eleven	Monday March 28	Sunday April 3
Week Twelve	Monday April 4	Sunday April 10
Week Thirteen	Monday April 11	Sunday April 17
Week Fourteen	Monday April 18	Sunday April 24
Week Fifteen	Monday April 25	Sunday May 1
Week Sixteen	Monday May 2	Sunday, May 8

Mr. Lloyd M. Basham:

Instructor Bio

My practical experiences are as an early corporate America executive retiree with 35 years of corporate background. These associations were with Fortune 200 firms in the Computer/Telecommunications -Motorola and Nortel - and Security/Risk and Financial Services -The Pittston Company- industries in various executive positions both in financial and operational capacities. Presently I am founder/President of a consulting firm LMB LLC. The practice offers financial and management services for organizations experiencing change and need assistance with process changes, structural development, and strategic direction as well as assisting start-up ventures with the development of business plans. Recent clients include a Fortune 400 firm with a Lean Sigma initiative project as well as merger and acquisition endeavor and a NASDAQ firm with a business development (marketing strategy) project. The firm's offerings to higher education include: Development of courses and curriculum for the marketing and management department and the Executive MBA program. Management of the members of the faculty for the department of marketing and management from 2009 through 2013, Graduate faculty status as well as graduate

faculty instruction in business courses with accredited institutions of higher learning; affiliation with Texas A & M University-Commerce as Executive Director of President's Cabinet, Chairman of Foundation Board, Advisory Board member for the College of Business and Entrepreneurship and drafter/developer of a co-education agreement between TAMU-Commerce and China University Geosciences Beijing China (CUGB). Have lectured in Beijing, China on the benefits/practices of doing business with an American firm. Assisted Chinese venture firm in the development of a business plan and obtainment of a loan to provide products/services during the 2008 Olympics. Obtained an Ed D in Supervision, Curriculum, and Instruction which was confirmed in May 2010 from Texas A & M University-Commerce. Dissertation was Presidents as Transformation or Transactional Leaders in Higher Education. Graduated from East Texas State University with a BBA in Accounting and MBA in Marketing/Management. In addition, have a MA in International Management from the University of Texas at Dallas. My instructing experiences began as a graduate teaching assistantship while pursuing my MBA. The courses were in Introductory Accounting I and II. Post-graduation, while an officer in the USAF, taught Immediate Accounting courses at night. Received initial online instructional experience as a member of the faculty for the University of Phoenix in 2002 with approval and experience in teaching online graduate courses in Organization Leadership and Change Management, Marketing Management and Management. Also approved and experienced in teaching on premise undergraduate courses in Critical Thinking and Decision Making and Marketing. In addition, have taught, since 2002, on premises undergraduate and online graduate classes as a Professor at Texas A & M University-Commerce. Previously Department Head and Assistant Professor for the Department of Marketing and Management in the College of Business and Entrepreneurship. Classes instructed at TAMUC have been in Management and Organizational Behavior, Entrepreneur Strategy, Strategy Management, Operations Management, Introduction to Business Finance, Marketing, Distribution Management for Global Markets, Transforming Organizations, Managing on the Edge, Management and Organizational Behavior, Executive Development, Marketing Management, Marketing Environment and Operations and Organizations. Developer of EMBA 535-Global Operations Management and 545, Executive Decision Making and first instructor to instruct original co-hort group with these particular courses. In the Fall 2011 instructed Marketing Management at the International Institute for Higher Education in Morocco.

