



COLLEGE OF BUSINESS

SUMMER I 2020

COURSE NUMBER: MGT 439 01W

COURSE TITLE: GLB/Business Strategy

INSTRUCTOR: Dr. Guclu Atinc

REQUIRED TEXT: Thompson, Peteraf, Gamble, and Strickland, Crafting and Executing Strategy: The Quest for Competitive Advantage, Concepts and Cases - 22nd Edition, McGraw-Hill Education, 2 Penn Plaza, New Your, NY, 10121 – ISBN: 9781265027865
(electronic version of the textbook can be used)
Link for the Connect (McGraw Hill's Tool as a supplement): <https://connect.mheducation.com/class/g-atinc-summer-i---2020---mgt-439-01w>

**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.

PREREQUISITE: Senior standing; FIN 304, BA 301, 302, 303, MGT 305, 307, 308, MKT 306. More importantly, students are expected to take this class with enthusiasm to learn.

COURSE OBJECTIVES:

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

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 demonstrate personal communication and project management skills through a team project.
 4. Analyzing internal strengths and weaknesses
 5. Recognizing external opportunities and threats
 6. Awareness of strategic planning at functional, business, corporate and international levels
 7. 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: This course has been selected as a Global Course – tied to the Quality Enhancement Plan (QEP). Texas A&M University-Commerce QEP seeks to prepare students for an interconnected world. In relation to the QEP, students completing this course will be able to (LO1) demonstrate knowledge of the interconnectedness of global dynamics (issues, trends, processes, and systems), (LO2) apply knowledge of the interconnectedness of global dynamics, and (LO3) view themselves as engaged citizens within an interconnected and diverse world.

For this course, MGT 439 Business Strategy, the second individual case study where students will be able to examine specific global business situations will be used. The case will focus on situations which require an examination and understanding of global dynamics. The case analysis product will be graded and returned to each student to be included in their ePortfolio. (To access the student ePortfolio, go to myLeo (<https://leo.tamuc.edu>) and log onto your account. Then go to the 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: Online, by appointment only

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.

TECHNOLOGY REQUIREMENTS

LMS: All course sections offered by Texas A&M University-Commerce have a corresponding course shell in the myLeo Online Learning Management System (LMS). Below are technical requirements

LMS Requirements:

<https://community.brightspace.com/s/article/Brightspace-Platform-Requirements>

LMS Browser Support:

https://documentation.brightspace.com/EN/brightspace/requirements/all/browser_support.htm

YouSeeU Virtual Classroom Requirements:

<https://support.youseeu.com/hc/en-us/articles/115007031107-Basic-System-Requirements>

If you are having technical difficulty with any part of Brightspace, please contact Brightspace Technical Support at 1-877-325-7778. Other support options can be found here:

<https://community.brightspace.com/support/s/contactsupport>

ACCESS AND NAVIGATION

You will need your campus-wide ID (CWID) and password to log into the course. If you do not know your CWID or have forgotten your password, contact the Center for IT Excellence (CITE) at 903.468.6000 or helpdesk@tamuc.edu.

Note: Personal computer and internet connection problems do not excuse the requirement to complete all course work in a timely and satisfactory manner. Each student needs to have a backup method to deal with these inevitable problems. These methods might include the availability of a backup PC at home or work, the temporary use of a computer at a friend's home, the local library, office service companies, Starbucks, a TAMUC campus open computer lab, etc.

University Specific Procedures

Student Conduct

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. The Code of Student Conduct is described in detail in the [Student Guidebook](#).

<http://www.tamuc.edu/Admissions/oneStopShop/undergraduateAdmissions/studentGuidebook.aspx>

Students should also consult the Rules of Netiquette for more information regarding how to interact with students in an online forum: <https://www.britannica.com/topic/netiquette>

TAMUC Attendance

For more information about the attendance policy please visit the [Attendance](#) webpage and [Procedure 13.99.99.R0.01](#).

<http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx>

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.01.pdf>

Academic Integrity

Students at Texas A&M University-Commerce are expected to maintain high standards of integrity and honesty in all of their scholastic work. For more details and the definition of academic dishonesty see the following procedures:

[Undergraduate Academic Dishonesty 13.99.99.R0.03](#)

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/undergraduates/13.99.99.R0.03UndergraduateAcademicDishonesty.pdf>

[Graduate Student Academic Dishonesty 13.99.99.R0.10](#)

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/graduate/13.99.99.R0.10GraduateStudentAcademicDishonesty.pdf>

Students with Disabilities-- ADA Statement

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 162

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

Fax (903) 468-8148

Email: studentdisabilityservices@tamuc.edu

Website: [Office of Student Disability Resources and Services](#)

<http://www.tamuc.edu/campusLife/campusServices/studentDisabilityResourcesAndServices/>

Nondiscrimination Notice

Texas A&M University-Commerce will comply in the classroom, and in online courses, with all federal and state laws prohibiting discrimination and related retaliation on the basis of race, color, religion, sex, national origin, disability, age, genetic information or veteran status. Further, an environment free from discrimination on the basis of sexual orientation, gender identity, or gender expression will be maintained.

Campus Concealed Carry Statement

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in Texas A&M University-Commerce buildings only by persons who have been issued and are in possession of a Texas License to Carry a Handgun. Qualified law enforcement officers or those who are otherwise authorized to carry a concealed handgun in the State of Texas are also permitted to do so. Pursuant to Penal Code (PC) 46.035 and A&M-Commerce Rule 34.06.02.R1, license holders may not carry a concealed handgun in restricted locations.

For a list of locations, please refer to the [Carrying Concealed Handguns On Campus](#) document and/or consult your event organizer.

Web url:

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>

Pursuant to PC 46.035, the open carrying of handguns is prohibited on all A&M-Commerce campuses. Report violations to the University Police Department at 903-886-5868 or 9-1-1.

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 D2L 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 D2L.

ABOUT 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.

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 D2L.

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

INDIVIDUAL CASES (2): These assignments involve students in reading, analyzing, preparing a plan, and submitting individual written cases. Two will be assigned during the semester. The purpose is to apply your business knowledge from a variety of functional areas (such as finance, marketing, management) to solve a real business strategic issue. There may be several questions to guide the discussion. Generally cases follow this format: (1) a summary of the relevant situation in the case, (2) Internal analysis of the firm, including current corporate and business level strategies, (3) external analysis, (4) SWOT analysis culminating in identification of a problem (which may be in fact an opportunity), (5) proposal of two or more alternative courses of action that will help solve the problem or exploit the opportunity, (6) evaluation of all alternatives, (7) recommendation of best alternative and (8) implementation issues that need to be considered.

DISCUSSION/PARTICIPATION: I will have discussion topics for you during certain weeks. I expect each of you to be active participants. The discussions may be about a specific case in the book or a general business topic.

EVALUATION:

Individual Cases	20 percent
Group Project	25 percent (peer evaluations will impact your grade)
Participation/Discussions	5 percent
Midterm Exam	25 percent
Final Exam	25 percent

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 439
	Chapter 1- What is Strategy and Why Is it Important?	Chapter 1	Discussion 1
	Chapter 2- Charting a Company's Direction: Its Vision, Mission, Objectives and Strategy	Chapter 2	
	Chapter 3- Evaluation a Company's External Environment	Chapter 3	
WEEK 2	Chapter 4- Evaluating a Company's Resources, Capabilities, and Competitiveness	Chapter 4	
			Individual Case 1 is due
	Chapter 5- The Five Generic Competitive Strategies	Chapter 5	
			Discussion 2
WEEK 3	Chapter 6- Strengthening a Company's Competitive Position: Strategic Moves, Timing, and Scope of Operations	Chapter 6	
	<i>EXAM 1</i>		Chapters 1, 2, 3, 4, 5, 6
	Chapter 7- Strategies for Competing in International Markets	Chapter 7	
	Chapter 8- Corporate Strategy, Diversification and the Multibusiness Company	Chapter 8	
WEEK 4	Chapter 9- Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy	Chapter 9	
			Discussion 3
	Chapter 10- Building an Organization Capable of Good Strategy Execution: People, Capabilities, and Structure	Chapter 10	
			Individual Case 2 is due
WEEK 5	Chapter 11- Managing Internal Operations Actions That Promote Good Strategy Execution	Chapter 11	
	Chapter 12- Corporate Culture and Leadership Keys to Good Strategy Execution	Chapter 12	
WEEK 5	<i>FINAL EXAM</i>		Group Project Due
			Chapters 7, 8, 9, 10, 11, 12

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

Class Discussions

Criterion	Unsatisfactory D or < D Less than 70%	Satisfactory C or C - 70 to 79%	Good B 80 to 89%	Exceptional A 90 to 100%
Class Discussions :	Students failed to attend and participate in class discussions.	Students attended class regularly, but did not participate to any notable degree.	Student attended most meetings and participated with some valuable comments and questions.	Student demonstrated exceptional preparation of course material and current events through their comments and questions in class
Threaded Discussions : Discussions topics for this assignment will relate to topics posted on the discussion board. Posts should be original and unique, that are not be repetitive with other comments Replies should be	Student failed to make acceptable posts or replies as contributions to this discussion.	Students posts and replies were of minimal quality for the level expected of a student at this level	Students should provide a moderate level of unique, original posts of reasonable quality and two replies to the posts of other students for this assignment.	Student has demonstrated exceptional work with several high-quality, unique, original posts and replies.
meaningful and provide discussion beyond the "I agree" kind of statement				

Grading Rubric for Cases

Criterion	Unsatisfactory D or < D Less than 70%	Satisfactory C or C- 70 to 79%	Good B 80 to 89%	Exceptional A 90 to 100%
25 Question : Inclusion of topics appropriate for the assignment, in other words the 25 questions, and use of qualitative and quantitative information appropriate for the topics, responding to question that are directly assigned (for individual cases)	Paper does not include satisfactory discussion of the topics	Paper included a minimal presentation and discussion of assigned topics and appropriate supporting documentation	Paper included an appropriate presentation and discussion of assigned topics and appropriate supporting documentation	Paper provides an outstanding level of presentation and discussion of the topics
Learning and Comprehension : Demonstrate understanding the topics including an ability to make an application of learning, Comprehend the topics by being able to express the topics in one's own words	Paper lacks a satisfactory understanding of the topic and/or inclusion of application of the topic to a management or business situation	Paper demonstrates a moderate level of understanding of the topic and/or inclusion of application of the topic to a management or business situation	Paper demonstrates an good level of understanding of the topic and/or inclusion of application of the topic to a management or business situation	Paper demonstrates an outstanding level of understanding of the topic and/or inclusion of application of the topic to a management or business situation
Writing and paper	Paper fails to	Paper follows	In addition to	In addition to

process issues : Format using instructor's preferences from syllabus Style (APA) Organization Use of headings Use of tables, graphs, charts, maps, diagrams, etc when appropriate Use of appendices when appropriate Provide a list of references and/or use of endnotes where appropriate to the assignment Proper grammar Spelling Appropriate use of words Page length	meet guidelines of the instructor and/or has numerous grammatical and spelling errors and demonstrates a lack of use of organizational and presentation methods that can enhance the reader's ability to understand the paper.	instructor's guidelines presented in the syllabus, uses headings and other paper organizational methods to present the material. Paper has limited grammar mistakes, misspelled and misused words	following the instructor's format guidelines and providing reasonably good reader-oriented organization, the paper has few grammatical or spelling errors and includes appropriate use of appropriate tables, graphs, etc.	following the instructor's format guidelines and providing readeroriented organization, the paper has virtually no grammatical or spelling errors and includes outstanding use of appropriate tables, graphs, etc.
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