

MGT 527—STRATEGIC MANAGEMENT
Summer-1 2020

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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.

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 ability to apply their 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. This course meets QEP Global Objectives 1 and 2. Final grades will be input AFTER Strategic Audits are submitted to ePortfolio.

Required Course Text: MGT 527: Hitt/Ireland/Hoskisson - Strategic Management: Concepts and Cases: Competitiveness and Globalization 12th Edition, ISBN-10: 1337062901 / ISBN-13: 9781337062909

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

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 log in to the D2L for any announcements, course documents, to post comments on the discussion board, and to check grades. All the audio and video files will be uploaded to D2L.

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 Handbook, Rules, and Procedures, Code of Student Conduct <http://www.tamuc.edu/studentlife/guidebook67.pdf>. College of Business professors do not tolerate **plagiarism** and other forms of academic **dishonesty**. 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.R0.10 Academic Honesty at http://www.tamuc.edu/administration/Rules%26Procedures/rules_procedures.asp?RID=97. 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. Also, you will receive an “F” for this course. Please be aware that it is YOUR responsibility to ensure that any document that contains your name follows these guidelines; all group members will receive the same sanction regardless of who specifically incurred in the infraction.**

ASSIGNMENT INFORMATION

STRATEGIC AUDIT/COMPREHENSIVE EXAM: 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 D2L. The strategic audit counts as the required Comp exam for graduation. **YOU MUST OBTAIN A PASSING GRADE (70% or greater) ON THIS ASSIGNMENT IN ORDER TO GRADUATE.**

INDIVIDUAL CASE ANALYSIS: The rubric for this individual assignment is Rubric 2 as can be seen below. You should upload your report to D2L.

DISCUSSIONS: Discussion topics are designed to enhance student-to-student interaction and learning. Therefore, avid engagement in the discussion board is required. There will be two

discussions during the semester. The grades in discussions will depend on the quality of analysis, in-depth understanding of the topic, and quality engagement. Each student is required to put an original post discussing the topic and reply to, at least, five of peer students' posts. The replies should add new knowledge to the discussion post. Mere "I agree" type of one-liners will receive zero points for the reply. The original post is worth 50% of the discussion grade and each reply is worth 10% of the discussion grade.

Discussion 1: Based on the discussion in the first chapter regarding 'strategic flexibility', what mechanisms (policies and/ or practices) does the firm where you work have in place to create and maintain 'strategic flexibility'? How does your organization learn about its environment, disseminate this knowledge throughout the firm and react? If you are not currently working, please offer an example from a previous employer or use another firm that you have knowledge about. Please make sure to research the topic of strategic flexibility in the recent (last 2-5 years) peer-reviewed journals, then explain how the research findings resonate with your experience.

Discussion 2: Identify and explain to the class the core competencies of the firm where you are currently employed or a firm where you have been employed in the past. Also explain these competencies in light of those of the competition and if the competencies contain any of the four elements that lead to sustainable advantages mentioned in chapter 3 (valuable, rare, costly to imitate and non-substitutable). During your discussion, please include the role of organizational culture as a source of strategic competitiveness. Finally, don't forget to engage in active discussions with your peers.... learn what makes their firms competitive in the market.

EXAM: There will one final exam. Exams will be MCQ/T-F format.

EVALUATION:

Individual Strategic Audit	30 percent
Individual Case Analysis	20 percent
Discussions	20 percent (10% each)
Exam	30 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)

Assignment Instructions and Rubric: Strategic Audit

Strategic Audit Outline – Rubric 1 applies to this. (Assignment: Each student will develop a case about, analyze, and make recommendations about an organization. Company will be provided by professor. Deliverables are a written case analysis (strategic audit).

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 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?

IV. Analysis of the Industry (Include global considerations)

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?

V. What is the organization's measurement and control system? (Include Global Considerations.)

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 organization's 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 (Identify Organizational Strategies (including Global Strategies) and Evaluate Their Application to the Organization.)

- A. What are the current organization-level strategies? Business unit strategies?
- B. To what extent is the organizational structure compatible with the organization's strategies?**
- C. How are the strategies aligned with the goals?
- D. Compare this organization's strategies with those of competitors.
- E. Use SWOT analysis and Gap analysis to suggest strategies.
- F. Evaluate Strategy Application (advantages & disadvantages of each strategy).**
- G. Key performance indicators (KPI's)
- VIII. Analysis of the Organization – Functional Strategies. Articulate ways to coordinate use of financial & human resources and other functional areas to meet organizational goals & objectives.**
- A. Marketing – Finance – Operations – Purchasing – Human Resources – Information Systems
- B. How well are the functional strategies aligned?
- IX. 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?

Rubric 1 for Strategic Audit

	Exceeds Minimum Standards	Meets Minimum Standards	Fails to Meet Standards
Introduction to the Organization (I) - 5 points. History. Current Status. Impact of Globalization. Executives. Business Model.	Includes essential material in this section. Any additional material is in an appendix. 5 points	Includes essential material in this section. Any additional material is in an appendix. 3-4 points	Essential material not included and/or PP slides not included. 0 to 2 points
Identification of Industry & Competitors (II) (5 points)	Lists and briefly discusses industry(ies) in which organization competes & its competitors – 5 points	Lists and briefly discusses industry(ies) in which organization competes & its competitors – 3 points	Fails to address industry(ies) in which organization competes and/or its competition. 0 to 2 point.
Analysis of Macro-Environment (III) (Political, Economic, Social, and Technological forces; Global Factors; Threats & Opportunities facing the organization) - 15 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. 13-15 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. – 10-12 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 – 9 points.
Analysis of Industry (IV) Strategic group, Porter's 5 Forces, Industry CSF's, Successful & Failed Organizations. Include global considerations - 15 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-13-15 pts	Meets the basic criteria for this Outline Item but fails to demonstrate knowledge of theories needed to address some of the requirements. – 10-12 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. – 0-9 points
Analysis of Organization	Applies financial analysis	Meets basic criteria for this	Meets some of the basic

- Measurement and control system (V) - Current financial position; Use financial analysis tools – Compare with competitors & standards. Include global considerations. List KPIs (Key Performance Indicators). 15 points	theories and tools to determine organization's current financial position & compares it with competitors and standards. Discusses its measurement and control systems & KPIs. 13-14 points	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	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; Current problems that conflict with organization's core values/operating guidelines. 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.
Analysis of Organization (VII) – Current Strategies, Alignment with goals, structure. Compare with competition. SWOT & Gap analyses. Suggest & evaluate strategies. (Identify global, other strategies. Evaluate application to organization.) –20 points	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 new strategies. Evaluates advantages/disadvantages of each. 17-20 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. 12-16 points	Meets some basic criteria for this outline item. Fails to demonstrate knowledge of theories needed to address most of the requirements. 0-11 points.
Analysis of Organization (VIII) – Functional Strategies (10 pts). Articulate ways to coordinate use of financial & human resources and other functional areas to meet organizational goals & objectives.	Demonstrates knowledge of Marketing, Finance, Operations, Purchasing, Human Resources, & Information Systems Strategies and their alignment with emphasis on meeting organizational goals & objectives – 9-10 pts	Meets basic criteria. Fails to demonstrate knowledge of, or ability to apply, theories needed to address requirements – 6-8 pts.	Fails to demonstrate knowledge of, & ability to apply, theories needed for most requirements - 0-5 pts.
Conclusion and Future of Organization (IX) – 5 points	Addresses expected results & organization's potential for future success – 5 points	Meets basic criteria for Outline Item. Fails to address some requirements – 3-4 pts.	Fails to address most of the Item Requirements – 0-2 points

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)	5 points	3-4 points	0-2 points
Current Situation/ Issues/ Problems (List and Discuss) (20)	Able to list and correctly discuss all issues. 18-20 points	Able to list and adequately discuss most issues. 16-17 points	Failed to list and adequately discuss few or discussed no issues. 0-14 points
Alternatives for Each Issue/Problem – List advantages and disadvantages of each alternative (30)	Able to list correct alternatives and their advantages and disadvantages for each issue 27-30 points	Able to list adequate alternatives and their advantages and disadvantages for most issues 24-26 points	Failed to list adequate alternatives and their advantages and disadvantages for various issues. 0-23 points
Selection of, and Justification for, Selected Alternative (25)	Able to select correct alternative(s), and provide from textbook correct justification for them. 22-25 points	Somewhat able to select correct alternative(s) and provide textbook justification for them. 16-21 points	Failed to select correct alternative(s) and/or to provide textbook justification for them. 0-20 points
Conclusion (10)	9-10 points	7-8 points	0-6 points
Appendix : Show all your references that you use to support your arguments thorough out the case analysis. (10)	Able to correctly determine and analyze current situation for organization in case and provide references from research as well as textbook. 9-10 points	Somewhat able to correctly determine and analyze current situation for organization in case and to provide references from research as well as textbook. 7-8 points	Failed to correctly determine and analyze current situation for organization in case and/or to provide references from research as well as textbook. 0-6 points
Total	90-100 points	73-89	0-72

COURSE SCHEDULE

DATE	TOPIC	ASSIGNMENTS/ SUBMISSIONS (Due Fridays at 11:59 pm on the particular week)
WEEK 1 June 1 – June 7	Introduction to class, syllabus, Read Chapters 1, 2, & 3 First Live Session: Introduction & Ch. 1 (June 1, 7:00 pm)	Discussion 1: Due June 7
WEEK 2 June 8 – June 14	Read Chapters 4, 5, & 6. Second Live Session: June 8, 7:00 pm.	Discussion 2: Due June 14
WEEK 3 June 15 – June 21	Read Chapters 7, 8, & 11. Third Live Session: June 15, 7:00 pm.	Individual Case Analysis: The Movie Exhibition Industry (Case 12) Due: June 21
WEEK 4 June 22 – June 28	Read Chapters 10 & 12 - Fourth Live Session: June 22, 7:00 pm. Final Exam	Exam: Due June 28
WEEK 5 June 29 – July 2	Work on Strategic Audit	Strategic Audit: Due July 1