

MGT 527—STRATEGIC MANAGEMENT Fall – 2021
Section 01E

Instructor: Dr. Saurabh Srivastava

E-mail: saurabh.srivastava@tamuc.edu

Class Time: Live Lectures on Tuesdays, 6:15 – 8:55 pm

Classroom: BA346

Office: BA 305

Office hours: Tuesday 2:00 pm – 5:00 pm

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.

Required Course Text: Rothaermel Strategic Management 5e + Capstone 2 bundle
ISBN: 978-1-933681-63-4

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.

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

Zoom Lectures: Each student is required to use Zoom to join live lectures or to access recorded lectures.

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>

ATTENDANCE POLICY: Due to current COVID-19 Pandemic situation, attendance is not mandatory. All the class lectures will be live telecasted via Zoom and the recordings of the lectures will be available in D2L for later viewing.

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.R0.10>

GraduateStudentAcademicDishonesty.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/>

Counseling Center

The Counseling Center at A&M-Commerce, located in the Halladay Building, Room 203, offers counseling services, educational programming, and connection to community resources for students. Students have 24/7 access to the Counseling Center's crisis assessment services by calling 903-886-5145. For more information regarding Counseling Center events and confidential services, please visit www.tamuc.edu/counsel

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.

Weburl:

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf> 5

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.

ASSIGNMENT INFORMATION

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 D2L.

Cumulative/Comp Exam: The individual strategic audits will count as the comprehensive exam for graduation. ***YOU MUST OBTAIN A PASSING GRADE (70%) ON THIS SUBMISSION TO GRADUATE. (Course Objective 1, 2, 3, 4, 5, & 6)***

This assignment also addresses

COB Student Learning Objective 2: Students will demonstrate proficiency in **written communications** by creating clear and well-structured business documents.

COB Student Learning Objective 4: **Students will identify and evaluate global business challenges.**

INDIVIDUAL CASE ANALYSIS: Students are required to submit two case analysis. Details are in the course schedule. **(Course Objective 3 & 4)**

This assignment also addresses

COB Student Learning Objective 4: **Students will identify and evaluate global business challenges.**

COB Student Learning Objective 5: Students will be analytical **problem solvers** in business

BUSINESS SIMULATION GAME: Each team (composed of 4-5 students) is required to compete with other teams as part of a business simulation game. Details will be provided by the instructor. **(Course Objective 1)**

This assignment also addresses

COB Student Learning Objective 5: Students will be analytical **problem solvers** in business

GROUP PROJECT: Each group (composed of 4-5 students) will be assigned to analyze a case and prepare a report. 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 your grade 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. **(Course Objective 1, 2, 3, 4, 5, & 6).**

This assignment also addresses

COB Student Learning Objective 2: Students will demonstrate proficiency in **written communications** by creating clear and well-structured business documents.

COB Student Learning Objective 4: Students will identify and evaluate global business challenges.

COB Student Learning Objective 5: Students will be analytical **problem solvers** in business environments.

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

EVALUATION:

Individual Strategic Audit	15 percent
Individual Case Analysis (2)	10 percent (5% each)
Simulation Game	10 Percent
McGraw-Hill Connect Assignment (5)	10 Percent (2% each)
Group Project	15 percent
Exam 1	20 percent (covers Chapters 1-7)
Exam 2	20 percent (covers Chapters 8-12)

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	ASSIGNMENTS/ SUBMISSIONS (Due at 11:59 pm on the given date)
WEEK 1 Aug 30 – Sep 05	Introduction to class, syllabus, formation of groups, etc. Chapter 1 – What is Strategy Live Class: Tuesday Aug 31, 6:15 pm – 8:55 pm.	

WEEK 2 Sep 06 - Sep 12	Chapter 2 – Strategic Leadership Live Class: Tuesday Sep 7, 6:15 pm – 8:55 pm.	Simulation Practice Round # 1
WEEK 3 Sep 13 – Sep 19	Chapter 3 – External Analysis Live Class: Tuesday Sep 14, 6:15 pm – 8:55 pm.	Simulation Practice Round # 2 Individual Case Analysis: Chapter Case 1 (AIRBNB) Due: Sep 19
WEEK 4 Sep 20 – Sep 26	Chapter 4 – Internal Analysis Live Class: Tuesday Sep 21, 6:15 pm – 8:55 pm.	Simulation Round # 1 McGraw-Hill Assignment 1: Due Sep 26
WEEK 5 Sep 27 – Oct 03	Chapter 5- Competitive Advantage, Performance, & Business Model Live Class: Tuesday Sep 28, 6:15 pm – 8:55 pm.	Simulation Round # 2
WEEK 6 Oct 03 – Oct 10	Chapter 6 - Business-Level Strategy: Differentiation, Cost-Leadership, & Blue Ocean Chapter 7 - Business-Level Strategy: Innovation, Entrepreneurship, & Platform Live Class: Tuesday Oct 05, 6:15 pm – 8:55 pm.	Simulation Round # 3 Exam 1: Chapters 1, 2, 3, 4, 5, 6, & 7. Due: Oct 10 McGraw-Hill Assignment 2: Due Oct 10
WEEK 7 Oct 11 – Oct 17	No Live Class	Simulation Round # 4
WEEK 8 Oct 18 – Oct 24	Chapter 8 – Corporate-Level Strategies: Integration & Diversification Chapter 9 – Corporate-Level Strategies: Strategic Alliance and Merger & Acquisition Live Class: Tuesday Oct 19, 6:15 pm – 8:55 pm.	Simulation Round # 5 McGraw-Hill Assignment 3: Due Oct 24 Individual Case Analysis: Chapter Case 14 (Netflix) Due: Oct 24
WEEK 9 Oct 25 – Oct 31	Chapter 11: Organizational Design Live Class: Tuesday Oct 26, 6:15 pm – 8:55 pm.	Simulation Round # 6
WEEK 10 Nov 01 – Nov 07	Chapter 12 - Corporate Governance Live Class: Tuesday Nov 2, 6:15 pm – 8:55 pm.	Simulation Round # 7 Strategic Audit: Due Nov 07
WEEK 11 Nov 08 – Nov 14	Chapter 10 - Global Strategy Live Class: Tuesday Nov 9, 6:15 pm – 8:55 pm.	Simulation Round # 8

WEEK 12 Nov 15 – Nov 21		McGraw-Hill Assignment 4: Due Nov 21
WEEK 13 Nov 22 – Nov 28	Thanksgiving break	
WEEK 14 Nov 29 – Dec 05	Work on Group project	McGraw-Hill Assignment 5: Due Dec 05 Group project Due: Dec 05
WEEK 15 Dec 06 – Dec 12	Work on Group project	
WEEK 16 Dec 13 – Dec 17	EXAM 2	Chapters 8, 9, 10, 11, & 12 Due: Dec 14

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 listed on Chart 2. Professor approval is required. Deliverables are a written case analysis (strategic audit) & PowerPoint presentation – 35% of grade for class).

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 – Provide NAICS code. Identify and discuss direct competitors. Compare competitors.

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. (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.....(Use Porters 5 Forces analysis for B, C, D, E, and F).

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 industry standards. (Use various financial analysis tools.)
- C. 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	Includes essential material in this section. Any	Includes essential material in this section. Any	Essential material not included and/or PP slides

points. History. Current Status. Impact of Globalization. Executives. Business Model.	additional material is in an appendix. (Also PP slides) 5 points	additional material is in an appendix. (Also PP slides) 3-4 points	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 - 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	Applies financial analysis 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	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; 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	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	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.

application to organization.) –20 points	advantages/disadvantages of each. 17-20 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