TEXAS A&M UNIVERSITY COMMERCE

COLLEGE OF BUSINESS

Summer-I 2022

COURSE NUMBER: MGT 439 01W

COURSE TITLE: GLB/Business Strategy

INSTRUCTOR: Dr. Saurabh Srivastava

CLASS MEETING: Live sessions: Tuesdays 7:30 pm
All students are encouraged to join these live sessions. If you cannot attend the live sessions, you are expected to watch the recordings afterwards.

CLASS LOCATION: Online

OFFICE & TELEPHONE NUMBER: BA 305, Phone: 903-886-5703

EMAIL ADDRESS: Saurabh.Srivastava@tamuc.edu

OFFICE HOURS: Online, Request a Zoom call via email.

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

REQUIRED TEXT: Thompson, Peteraf, Gamble, and Strickland, Crafting and Executing Strategy: The Quest for Competitive Advantage, Concepts and Cases – 23rd Edition, McGraw-Hill Education, 2 Penn Plaza, New Your, NY, 10121 – ISBN: 9781264451401.

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

College of Business Student Learning Outcomes:
   1. Students will demonstrate proficiency in spoken communications by delivering clear and well-structured business presentations.
   2. Students will demonstrate proficiency in written communications by creating clear and well-structured business documents.
   3. Students will identify and evaluate ethical business issues.
   4. Students will identify and evaluate global business challenges.
   5. Students will be analytical problem solvers in business environments.

Global Course: This course has been selected as a Global Course – tied to the Quality Enhancement Plan (QEP). 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.

COB Student Learning Outcomes (SLOs)	Course Outcomes - After successfully completing this course, students will be able to:	Measurement Methods (Outcome Assessments)
2, 3, 4, & 5	• Understanding the concepts related to strategic management • Understanding how to analyze external and internal environment of a firm • Comprehending different levels of strategy • Understanding the challenges of becoming a global manager • Understanding entrepreneurial strategy, strategic control and corporate governance • Understanding how to create effective organizational designs • Understanding strategic leadership through creation of learning and ethical organizations • Understanding how to manage innovation and fostering corporate entrepreneurship	• Chapter quizzes • Exams • Case Analysis • Strategy Project • Chapter Assignments

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

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

Proctorio is a Learning Integrity resource
This course will use Proctorio, a browser-locking and remote proctoring solution designed to protect the integrity of this course's assessments, within some of your Connect assignments. As your instructor, I've chosen the secure exam settings required by this course, and only I will make a judgment as to any potential academic integrity violation.

Assignments with Proctorio
You'll be able to see which assignments in Connect include Proctorio settings because they will be clearly labeled with "Proctoring Enabled" in the assignment title. The settings that I use may vary depending on the assignment. When you start a proctored assignment, the settings in use will be indicated.

Proctorio Minimum System Requirements
Proctorio offers a flexible service, which may include recording of video, audio, and screen activity or none of the above. The [Proctorio system requirements](#) are dependent on the exam settings and may require a webcam and a microphone. Test takers are encouraged to use a practice exam to test their system prior to taking an exam. Virtual machines and proxy connections will not work.

Equity and Fairness
The reason I've chosen to enable Proctorio settings for specific assignments in this course is to make education more equal by allowing each student to earn the grades they deserve. The US Federal Government also requires that all schools have a process in place for verifying student identity to protect against Federal Student Aid (FSA) fraud.

Privacy
Proctorio is a trusted resource for remote proctoring because of the company's commitment to student privacy. Proctorio uses single sign-on through Connect, and only I or approved individuals, here at our institution, will have access to your exam data. Proctorio never requires personally identifiable information from students, and Proctorio will never sell your data to third parties. Read more about [Proctorio's approach to privacy.](#)

Security
Proctorio only runs as an extension in your Chrome browser. This means that Proctorio works within a sandbox and has limited access to your computer system, unlike traditionally installed software applications that have complete access to your computer's hard drive, or other resources.

Proctorio does not continuously run in Connect. Proctorio only runs while you are taking your proctored Connect assignment. After your proctored assignment ends, you may uninstall the extension by right-clicking on it, to bring you peace of mind. Just remember, if you choose to do this, you'll need to reinstall the extension again before starting your next proctored assignment.

All student data is kept safe using zero-knowledge encryption, meaning student data is scrambled and unreadable by anyone outside of our institution's learning platform. Proctorio cannot see your proctored assignment data. Read more about Proctorio security.

Getting Started
Before getting started on your first proctored assignment, please watch the Student Orientation Video on Proctorio, and then make sure to follow the instructions in Proctorio's Quick Start Test Taker Guide for the extension. To verify your computer system meets the requirements, take the practice quiz. This will ensure that everything will run smoothly on the day of the proctored assignment.

If, after reading the Quick Start Test Taker Guide, you have any trouble while using Connect & Proctorio, you can access quick help guides or reach out to Connect or Proctorio support for troubleshooting. Support can assist in troubleshooting any extension related issues before, during, and after your proctored assignment.

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](http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx) webpage and [Procedure 13.99.99.R0.01](http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.01.pdf).
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)

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)

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.

A&M-Commerce Supports Students' Mental Health

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

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.

Quizzes: There are total 4 quizzes during first four weeks. Each quiz will cover the chapters from the corresponding week (see the deadlines in schedule at the end of the syllabus). Quizzes will be administered in McGraw Hill Connect.
- Quiz 1: Chapters 1, 2, & 3 (30 questions, 60 minutes)
- Quiz 2: Chapters 4, 5, & 6 (30 questions, 60 minutes)
- Quiz 3: Chapters 7 & 8   (30 questions, 60 minutes)
- Quiz 4: Chapters 10 & 11 (30 questions, 60 minutes)

Connect Assignments: There are three (3) connect assignments during first three weeks. These are role plying/interactive assignments in McGraw Hill Connect. These are multiple attempt assignments so students can learn and gain full points in these assignments.

EXAMS: There will be 1 (one) final exam toward the end of the semester. It is a comprehensive exam that covers all the chapters and will be administered via McGraw Hill Connect. Exam will include 50 multiple choice/True-False questions and will be remotely proctored using Proctorio. You must have access to a computer that has a video camera and a microphone. The best browser to use for Proctorio is Google Chrome. Proctorio needs to download a software that is added as an extension to Google Chrome. Please refer to Proctorio's website for details about privacy concerns.

Strategy Project (Group Project): This assignments is the major project involve student teams in reading, analyzing, preparing a plan, and submitting individual written assignment. The details and instructions are available in D2L and will be discussed during the first live session.

EVALUATION:

Quizzes	300 points (75 points each)
Connect Assignments	150 points (50 points each)
Strategy Project	200 points
Final Exam	200 points
Total	850 points

Keep in mind that you are going to be accumulating points throughout the semester!

COURSE SCHEDULE

Week	Days	Topics: Text Chapters	Work Due by 11:59PM on mentioned days
1	June 6 - June 12	Chapter 1: What is Strategy? Chapter 2: Charting a Company Direction Chapter 3: Evaluating a Company's External Environment. First Live Session: June 7, 7:30 pm.	Honesty Policy: June 7 Team formation Quiz 1: Ch 1, 2, & 3 (Due June 12) Connect Assignment 1 (Due June 12)
2	June 13 – June 19	Chapter 4: Evaluating a Company's resources, capabilities and competitiveness Chapter 5: The Five Generic Competitive Strategies Chapter 6: Strengthening a Company's Competitive Positioning Second Live Session: June 14, 7:30 pm.	Quiz 2: Ch 4, 5, & 6 (Due June 19) Connect Assignment 2 (Due June 19)
3	June 20 – June 26	Chapter 7: Strategies for Competing in International Market Chapter 8: Corporate Strategy Third Live Session: June 21, 7:30 pm.	Quiz 3: Ch 7 & 8 (Due June 26) Connect Assignment 3 (Due June 26)
4	June 27 – July 3	Chapter 10: Building an Organization Capable of Good Strategy Execution Chapter 11: Managing Internal Operations Fourth Live Session: June 28, 7:30 pm.	Quiz 4: Ch 10 & 11 (Due July 3) Strategy Project (Due July 3)
5	June 4 – July 7	Final Exam (Comprehensive)	Final Exam due July 7

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