



## COLLEGE OF BUSINESS

FALL 2022

**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 – 23rd Edition, McGraw-Hill Education, 2 Penn Plaza, New Your, NY, 10121 – ISBN: 9781307699548 (this is a bundle that is specifically created for TAMUC. This bundle includes the textbook, the Connect tool and the registration code for the strategy game). You can use the below link or purchase this bundle from the bookstore:  
<https://www.mheducation.com/highered/custom/product/9781307699548.html>

**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.

<b>COB Student Learning Outcomes (SLOs)</b>	<b>Course Outcomes</b> - After successfully completing this course, students will be able to:	<b>Measurement Methods</b> (Outcome Assessments)
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2, 3, 4, & 5	<ul style="list-style-type: none"> <li>• Understanding the concepts related to strategic management</li> <li>• Understanding how to analyze external and internal environment of a firm</li> <li>• Comprehending different levels of strategy</li> <li>• Understanding the challenges of becoming a global manager</li> <li>• Understanding entrepreneurial strategy, strategic control and corporate governance</li> <li>• Understanding how to create effective organizational designs</li> <li>• Understanding strategic leadership through creation of learning and ethical organizations</li> <li>• Understanding how to manage innovation and fostering corporate entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter quizzes</li> <li>• Exams</li> <li>• Case Analysis</li> <li>• Strategy Project</li> <li>• Chapter Assignments</li> </ul>
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**CLASS MEETING:** Online (we will have weekly live sessions)

**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 due to Covid 19 Pandemic

**ATTENDANCE POLICY:** Students are expected to attend the course during the scheduled times.

**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](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>

### **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](mailto: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](mailto: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](http://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.

**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 must 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. In this section of the course, McGraw Hill Connect tool may be utilized for some of the cases. The tool includes questions on each case. You must answer those questions online (via D2L after registering for the Connect tool).

**GROUP PROJECT:** Each group (composed of 4-5 students) will be assigned to analyze a real company, prepare a report and present it in class (or online) using visual aids (e.g., handouts, PowerPoint slides, overheads). 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 that 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 questions and will be remotely proctored using Proctorio (may not apply for the face to face section). 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.

**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.

**BUSINESS STRATEGY GAME:** Each student will be assigned to a group composed of 4-5 students. The group members will be making strategic decisions for an athletic footwear company. The details about how to sign-up for the game and how to make decisions are provided online at [www.bsg-online.com](http://www.bsg-online.com). Company registration codes for each group will be provided by the instructor. Please read the online document as soon as possible to get familiar with the game (there may be a quiz about this). Each student has to sign-up for this game.

In the Business Strategy Game, 1 to 5 class members are assigned to operate an athletic footwear company that produces and markets both branded and private-label footwear and competes head-to-head against footwear companies run by other members of the class. As many as 12 companies can compete in a single industry grouping. The companies compete in a global market arena, selling in four geographic regions—Europe-Africa, North America, Asia-Pacific, and Latin America.

The co-managers of each company are responsible for assessing market conditions, determining how to respond to the actions of competitors, forging a long-term direction and strategy for their company, forecasting upcoming sales volumes, and making decisions relating to:

- Production operations (up to 10 decisions for each plant, with a maximum of 4 plants)
- Upgrading plants and expanding/reducing plant capacity (up to 6 decisions per plant)
- Worker compensation and training (3 decisions per plant)
- Shipping and inventory management (up to 8 decisions each plant/geographic region)
- Pricing and marketing (up to 10 decisions in each of 4 geographic regions)
- Bids to sign celebrities to endorse their brand of footwear (2 decision entries per bid)



- Corporate social responsibility and citizenship (up to 6 decision entries)
- Financing of company operations (up to 8 decision entries)

Details for student participation in the BSG are provided under the doc sharing folder.

**CORE COMPETENCY EXAM (CCE):** The Core Competency Exam (CCE) is designed to measure your comprehension of the core business courses. The College of Business requires all students to take the CCE in their final semester, and uses the results to evaluate our programs. Additionally, faculty may consider your CCE results, in addition to your coursework, when they recommend you for jobs or additional academic programs. The CCE is administered through enrollment in this course (the capstone strategy course). The CCE will be administered in Week 12 (details will be provided). During that week, your requirements for this course will be minimal to allow you to focus on the CCE. More information will be provided later.

**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:**

Connect Assignment	10 percent
Individual Cases	20 percent
Participation/Discussions	5 percent (peer evaluations will impact your grade)
Strategy Game	15 percent (peer evaluations will impact your grade)
Midterm Exam	20 percent
Final Exam	20 percent
Core Competency Exam (CCE)	10 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)

***Week Dates (course schedule is on the next page)***

Week	Dates		Week	Dates	
Week 1	8/29/22	9/4/22	Week 9	10/24/22	10/30/22
Week 2	9/5/22	9/11/22	Week 10	10/31/22	11/6/22
Week 3	9/12/22	9/18/22	Week 11	11/7/22	11/13/22
Week 4	9/19/22	9/25/22	Week 12	11/14/22	11/20/22
Week 5	9/26/22	10/2/22	Week 13	11/21/22	11/27/22
Week 6	10/3/22	10/9/22	Week 14	11/28/22	12/4/22
Week 7	10/10/22	10/16/22	Week 15	12/5/22	12/11/22
Week 8	10/17/22	10/23/22	Week 16	12/12/22	12/15/22

### ***COURSE SCHEDULE***

<b>DATE</b>	<b>TOPIC</b>	<b>ASSIGNMENT</b>	<b>NOTE</b>
Week 1	Introduction to class, syllabus, formation of groups		Welcome to Mgt 439
Week 1	Chapter 1-What is Strategy and Why Is it Important?		Discussion 1
Week 2	Chapter 2- Charting a Company's Direction: Its Vision, Mission, Objectives and Strategy		Registration for BSG
Week 3	Chapter 3- Evaluation a Company's External Environment		BSG Practice Round 1
Week 4	Chapter 4- Evaluating a Company's Resources, Capabilities, and Competitiveness		BSG Practice Round 2 Individual Case 1 is due
Week 5	Chapter 5- The Five Generic Competitive Strategies		BSG Year 11 Discussion 2
Week 6	Chapter 6- Strengthening a Company's Competitive Position: Strategic Moves, Timing, and Scope of Operations		BSG Year 12
Week 7	EXAM 1		Chapters 1, 2, 3, 4, 5, 6
Week 8	Chapter 7- Strategies for Competing in International Markets		BSG Year 13
Week 9	Chapter 8- Corporate Strategy, Diversification and the Multibusiness Company		BSG Year 14
Week 10	Chapter 9- Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy		BSG Year 15 Discussion 3
Week 11	Chapter 10- Building an Organization Capable of Good Strategy Execution: People, Capabilities, and Structure		BSG Year 16 Individual Case 2 is due
Week 12	Core Competency Exam (tentative)		BSG Year 17
Week 13	Thanksgiving Break		BSG Year 18
Week 14	Chapter 11- Managing Internal Operations Actions That Promote Good Strategy Execution		BSG Year 19
Week 15	Chapter 12- Corporate Culture and Leadership Keys to Good Strategy Execution Presentations		BSG Year 20 Group Project Due
Week 16	Final Exam		Chapters 7, 8, 9, 10, 11, 12

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