COLLEGE OF BUSINESS

SPRING 2023

COURSE NUMBER: MGT 527 – 82B

COURSE TITLE: GLB/Strategic Management

INSTRUCTOR: Dr. Guclu Atinc

REQUIRED TEXT: Rothaermel Strategic Management 5e bundle ISBN: 9781307711097

This textbook comes with McGrawHill's connect tool and you will need that tool. In addition, this bundle includes the Capsim (strategy game). You can use the following tab to get it directly from the publisher:

https://www.mheducation.com/highered/custom/product/9781307711097.html

In addition, you can also purchase the bundle from the University Bookstore and redeem the code at this address.
Please find the access instructions posted as a Word file in D2L.

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.

PREREQUISITE: Students are expected to come to class with energy and enthusiasm to learn.

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 (assessed by exam)
2. Understanding how to analyze external and internal environment of a firm (assessed by case or smartbook activity)
3. Comprehending different levels of strategy (assessed by exam)
4. Understanding the challenges of becoming a global manager (assessed by case or smartbook activity)
5. Understanding entrepreneurial strategy, strategic control and corporate governance (assessed by exam)
6. Understanding how to create effective organizational designs (assessed by case or smartbook activity)
7. Understanding strategic leadership through creation of learning and ethical organizations (assessed by case or smartbook activity)
8. Understanding how to manage innovation and fostering corporate entrepreneurship (assessed by case or smartbook activity)

CLASS MEETING: Tue 6:15-8:55 p.m. (online Zoom link will be provided – lectures will be recorded)

CLASS LOCATION: BA 340

TEACHING METHOD: Lecture, case studies, 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: Tuesdays 1:00 p.m. to 5:00 p.m. (also by appointment)

ATTENDANCE POLICY: Students are expected to be present during in-class and/or virtual sessions. The students of the online class are expected to be active participants like the face-to-face students. Online students are expected to watch pre-recorded class lectures and attend live sessions.

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/34SafetyOf EmployeesAndStudents/34.06.02.R1.pdf](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.

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.

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, post comments on the discussion board, and to check your grades. All the audio and video files will be uploaded to D2L.

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.

MAJOR CASE: Each student is required to conduct an analysis for an assigned company. The rubric for this assignment can be seen below (Rubric 1). Details will be provided by the instructor.

INDIVIDUAL CASE ANALYSIS (mini cases): The textbook comes with mini cases and you will be required to work on four of them throughout the semester. Details will be provided by the instructor.

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

Cumulative/Comp Exam: The individual strategic audits and an online M/C type exam will count as the comprehensive exam for graduation. YOU MUST OBTAIN A PASSING GRADE ON THESE TO GRADUATE.

EVALUATION:

Major case and CCE	20 percent
Individual Case Analysis (mini cases)	10 percent
Connect Assignments	10 percent (two lowest grade will be dropped)
Simulation Game (Capsim Capstone 2.0)	15 percent (peer evaluations will impact your grade)
Participation-Discussions	5 percent (peer evaluations will impact your grade)
Exam 1	20 percent (covers Chapters 1-6)
Exam 2	20 percent (covers Chapters 7-13)

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 Calendar is below, and the course schedule is on the next page.

Week	Dates	
Week 10 (Week 1)	3/20/2023	3/26/2023
Week 11 (Week 2)	3/27/2023	4/2/2023
Week 12 (Week 3)	4/3/2023	4/9/2023
Week 13 (Week 4)	4/10/2023	4/16/2023
Week 14 (Week 5)	4/17/2023	4/23/2023
Week 15 (Week 6)	4/24/2023	4/30/2023
Week 16 (Week 7)	5/1/2023	5/7/2023
Week 17 (Week 8)	5/8/2023	5/11/2023

COURSE SCHEDULE

DATE	TOPIC	ASSIGNMENT	NOTE
Week 1	Introduction to class, syllabus, formation of groups		Welcome to MGT 527 Formation of groups, Signup for Connect and Capsim Capstone 2.0
	Chapter 1 – What is Strategy	Chapter 1	Live Session 1
	Chapter 2 – Strategic Leadership: Managing the Strategy Process	Chapter 2	
Week 2	Chapter 3 – External Analysis: Industry Structure, Competitive Forces, and Strategic Groups	Chapter 3	Mini Case 2: Starbucks (p.475) Simulation Game Practice Round 1
	Chapter 4 – Internal Analysis: Resources, Capabilities, and Core Competency	Chapter 4	Live Session 2
Week 3	Chapter 5 – Competitive Advantage, Firm Performance, and Business Models	Chapter 5	Live Session 3 Simulation Game Round #1
	Chapter 6 – Business Strategy: Differentiation, Cost Leadership, and Blue Oceans	Chapter 6	Mini Case 3: Blackberry's Rise and Fall (p.480)
	Exam 1		Chapters 1, 2, 3, 4, 5, 6
Week 4	Chapter 7 – Business Strategy – Innovation, Entrepreneurship, and Platforms	Chapter 7	Live Session 4 Simulation Game Round #2
	Chapter 8 - Corporate Strategy: Vertical Integration and Diversification	Chapter 8	Mini Case 8: GE; Corporate Strategy Gone Wrong (p.490)
Week 5	Chapter 9 – Corporate Strategy: Strategic Alliances, Mergers and Acquisitions	Chapter 9	Live Session 5 Simulation Game Round #3
	Chapter 10 – Global Strategy: Competing Around the World	Chapter 10	Mini Case 10: Hollywood Goes Global (p.503)
Week 6	Chapter 11 – Organizational Design: Structure, Culture, and Control	Chapter 11	Live Session 6 Simulation Game Round #4
	Chapter 12 – Corporate Governance and Business Ethics	Chapter 12	
Week 7	Major Case and CCE		Live Session 7 Simulation Game Round #5
Week 8	EXAM 2		Chapters 7, 8, 9, 10, 11, 12 Simulation Game Round #6 – peer evaluations due

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

Rubric 1 – Major Case Rubric

	Exceeds Minimum Standards	Meets Minimum Standards	Fails to Meet Standards
Introduction to the Organization – 5 points. One page max.	Includes essential material in this section. Any additional material is in an appendix. 4-5 points	Includes essential material in this section. Any additional material is in an appendix. 2-3 points	Essential material not included. 0-1 point
Analysis of the Industry and Competitors Strategic group, Porter's 5 Forces, Industry CSF's, competitors. – 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 points	Meets the basic criteria for this Outline Item, but fails to demonstrate knowledge of theories needed to address some of the requirements. – 8-12 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. – 0-7 points
Analysis of Macro-Environment (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 pts 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. – 8-12 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 – 0-7 points.
Analysis of Organization - Measurement and control system – Current financial position; Use financial analysis tools – Compare with competitors and standards. Utilize financial ratios. List KPI's. 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 system & KPI's – 13-15 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 – 8-12 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 – 0-7 points.
Analysis of	Demonstrates knowledge	Meets the basic	Meets some of

Organization – I Mission, Vision, Core Values, Operating Guidelines, Core Competencies, Goals and objectives. 10 pts.	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.	criteria for this Outline Item, but fails to demonstrate knowledge of, or capability to apply, theories needed to address some of the requirements – 6-8 points.	the basic criteria for this Outline Item, but fails to demonstrate knowledge of theories needed to address most of the requirements – 0-5 points.
Analysis of Organization – II Current Strategies (at all levels), Alignment with goals, structure. Compare with competition. SWOT & Gap analyses. Suggest & evaluate strategies. –15 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.** 13-15 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 – 8-12 points.	Meets some basic criteria for this Outline Item. Fails to demonstrate knowledge of theories needed to address most of the requirements – 0-7 points.
Identification of problems and alternative solutions. Identify problems, offer solutions, and pick the best solution (explain why) – 20 points	Identifies problems and offers sound alternative solutions, justifies the chosen solutions. – 18 to 20 points	Meets basic criteria for identification of problems and solutions. Fails to justify the chosen solution – 12-17 points.	Fails to address most of the Item Requirements – 0-11 points.
Conclusion and Future of Organization – 5 points	Addresses expected results & organization's potential for future success – 4-5 points	Meets basic criteria for Outline Item. Fails to address some requirements – 2-3 points.	Fails to address most of the Item Requirements – 0-1 point.