



COLLEGE OF BUSINESS

Spring 2024

COURSE NUMBER: MGT 439 02W
COURSE TITLE: GLB/Business Strategy
INSTRUCTOR: Dr. Saurabh Srivastava
Live Sessions: Tuesday & Thursday 2:00 pm – 3:15 pm

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

EMAIL ADDRESS: Saurabh.Srivastava@tamuc.edu

OFFICE HOURS: Tuesday 11:00 am - 2:00 pm

ATTENDANCE POLICY: Students must watch the session recordings if they can't join the live sessions.

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

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 York, 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).

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	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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>

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/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.

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).

EXAMS: There will be 2 (two) exams. Exams will include multiple choice questions and will be online and proctored. Each student is required to use a computer with working camera.

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 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. 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 14 (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: There are four (4) discussion topics. I expect each student to be an active participant. The discussions may be about a specific case in the book or a general business topic. ***Students are required to post an original post and reply to, at least, four (4) other classmates' posts. These Replies/comments should be meaningful and must add to the topic. Original post is worth 50% of the discussion grade. Each mandatory comment is worth 12.25%. The original post must be posted by Friday, 11:59 pm of the respective week.***

EVALUATION:

Connect Assignments	5 percent
Linkedin Learning	10 percent
Discussions	10 percent
Individual Cases	15 percent
Strategy Game	10 percent (peer evaluations will impact your grade)
BSG Quiz (2)	10 percent
Midterm Exam	15 percent
Final Exam	15 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)

COURSE SCHEDULE

DATE	TOPIC	ASSIGNMENT	NOTE: Due date is Sunday at 11:00 pm on respective week unless specified otherwise.
Week 1 Jan 10 – Jan 14	Introduction to class, syllabus		Welcome to Mgt 439
Week 2 Jan 15 – Sep 21	Chapter 1-What is Strategy and Why Is it Important?		Finalize Teams
Week 3 Jan 22 – Jan 28	Chapter 2- Charting a Company's Direction: Its Vision, Mission, Objectives and Strategy		Finish Registration for BSG Discussion 1 (Original post due on Friday)
Week 4 Jan 29 – Feb 04	Chapter 3- Evaluation a Company's External Environment		BSG Practice Round 1 Discussion 2 (Original post due on Friday)

Week 5 Feb 05 – Feb 11	Chapter 4- Evaluating a Company's Resources, Capabilities, and Competitiveness		BSG Practice Round 2 BSG Quiz 1
Week 6 Feb 12 – Feb 18	Chapter 5- The Five Generic Competitive Strategies		LinkedIn Learning Module 1
Week 7 Feb 19 – Feb 25	Chapter 6- Strengthening a Company's Competitive Position: Strategic Moves, Timing, and Scope of Operations		BSG Year 11 Individual Case 1 is due
Week 8 Feb 26 – Mar 03	Chapter 7- Strategies for Competing in International Market		BSG Year 12 LinkedIn Learning Module 2
Week 9 Mar 04 – Mar 10	EXAM 1		Chapters 1, 2, 3, 4, 5, 6, & 7 BSG Year 13
Week 10 Mar 11 – Mar 17	SPRING BREAK		
Week 11 Mar 18 – Mar 24	Chapter 8- Corporate Strategy, Diversification and the Multi-business Company		BSG Year 14 BSG Quiz 2 Discussion 3 (<i>Original post due on Friday</i>)
Week 12 Mar 25 – Mar 31	Chapter 9- Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy		BSG Year 15 Discussion 4 (<i>Original post due on Friday</i>)
Week 13 Apr 01 – Apr 07	Chapter 10- Building an Organization Capable of Good Strategy Execution: People, Capabilities, and Structure		BSG Year 16 LinkedIn Learning Module 3
Week 14 Apr 08 – Apr 14	Core Competency Exam (tentative)		BSG Year 17
Week 15 Apr 15 – Apr 21	Chapter 11- Managing Internal Operations Actions That Promote Good Strategy Execution		BSG Year 18 Individual Case 2 is due
Week 16 Apr 22 – Apr 28	Chapter 12- Corporate Culture and Leadership Keys to Good Strategy Execution		LinkedIn Learning Module 4
Week 17 Apr 29 – May 05			
Week 18 May 06 – May 10	Final Exam		Chapters 8, 9, 10, 11, 12

The above schedule is tentative. I do not intend to change it. However, unforeseen events may require some adjustments.

