



COLLEGE OF BUSINESS

Fall 2024

COURSE NUMBER: MGT 439 01E

COURSE TITLE: GLB/Business Strategy

INSTRUCTOR: Dr. Saurabh Srivastava

Class Time: 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 10:30 am - 2:00 pm & 3:15 pm – 4:45 pm

ATTENDANCE POLICY: Attendance is mandatory

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 POLICIES AND INSTRUCTOR EXPECTATIONS:

Students are required to meet the expectations listed below.

- **Professional Behavior:** It is important that you maintain a professional demeanor at all times, including during "electronic communication." Texas A&M-Commerce expects this from you, as do current and future employers. Since so much communication in the workplace is "electronic" nowadays, this course will be a good place to practice interacting in a manner appropriate to a professional setting. In particular, take special care when posting and responding to discussion board questions.

- **Regular and Timely Attendance and Participation:** You must log onto MyLeoOnline regularly. Each student is responsible for keeping up with the scheduled readings, discussions, and assignments/exams.
- **Changes to Schedule:** While I plan to follow the class schedule, there might be occasions to modify it. All changes will be announced in class, on MyLeoOnline, and/or through e-mail. It is your responsibility to become aware of any such changes.
- **E-mail:** Routinely check your **Texas A&M-Commerce** email account. This is my primary mechanism for communicating outside of the class and MyLeoOnline. Additionally, I check my e-mail several times daily, so this is the best way to reach me. I strive to respond to any email within 24 hrs (even if it is just to acknowledge receipt of the email while I continue to work on the request).
- **Emailing Your Instructor:** Always mention the course and section name (MGT439.01W) in the subject line along with the purpose of your email. Instructors teach multiple sections with students with similar names. Failing to mention the course and section will delay your response.

ASSIGNMENTS:

1. **Format & Naming Convention:** All submitted assignments should be MS Word (.doc or docx) documents unless otherwise posted in the assignment instructions. 12 double-spaced font size, Times New Roman, is the standard formatting for all assignments. Put your "LastnameFirstname" in the title of all submitted documents. Example: "SrivastavaSaurabhAssignment 1.docx"
2. **Due Dates & Times:** Assignments are due at the **date** and **time** listed in MyLeoOnline. You must submit them by 11:59 PM CST on the due date.
3. **Assignments must be complete.** You must complete and submit all components at the specified due date and time to receive credit for the assignment. Please don't turn in incomplete work.
4. **Make-up Exams or Late Assignments are only accepted if you obtain university-approved documentation for your excuse.** There are no make-up assignments for poor performance on a previous assignment.

EXAMS: There will be two (2) exams. The exams will include multiple-choice questions and will be in class during regular class time.

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 various functional areas (such as finance, marketing, and 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 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.

POSSIBLE LIVE CASE: A collaboration with a real company in the DFW area is possible. A live case could involve students working in teams with students from other classes at a company operating in the US. More details will be provided in the class. If it works out, this case will replace one of the individual cases.

BUSINESS STRATEGY GAME: Each student will be assigned to a group 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. The

instructor will provide company registration codes for each group. 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.

LinkedIn Learning Courses: We will utilize the LinkedIn Learning tool in conjunction with the weekly readings from the book to emphasize and reinforce key material associated with Principles of Management. These courses will help students achieve certificates on LinkedIn.

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. The 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:

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|----------------------------|--|
| LinkedIn Learning (4) | 10 percent |
| Discussions (4) | 10 percent |
| Individual Cases (2) | 30 percent |
| Strategy Game | 10 percent (peer evaluations will impact your grade) |
| Midterm Exam | 15 percent |
| Final Exam | 15 percent |
| Core Competency Exam (CCE) | 10 percent |

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|----------------------|---|
| 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 | NOTE: The due date is Sunday at 11:00 pm on the respective week unless specified otherwise. |
|---------------------------|--|--|
| Week 1 Aug 26 – Sep 01 | Introduction to the class, syllabus Chapter 1 - What is Strategy and Why Is it Important? | Welcome to Mgt 439 |
| Week 2 Sep 02 – Sep 08 | Chapter 2- Charting a Company's Direction: Its Vision, Mission, Objectives and Strategy | Finalize Teams Discussion 1 (<i>Original post due on Friday</i>) |
| Week 3 Sep 09 – Sep 15 | Chapter 3- Evaluating a Company's External Environment | Finish Registration for BSG |
| Week 4 Sep 16 – Sep 22 | Chapter 4- Evaluating a Company's Resources, Capabilities, and Competitiveness | BSG Practice Round 1 |
| Week 5 Sep 23 – Sep 29 | Chapter 5- The Five Generic Competitive Strategies | BSG Practice Round 2 Discussion 2 (<i>Original post due on Friday</i>) |

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| Week 6 Sep 30 – Oct 06 | Chapter 6- Strengthening a Company's Competitive Position: Strategic Moves, Timing, and Scope of Operations | Individual Case 1 is due |
| Week 7 Oct 07 – Oct 13 | Chapter 7 – International Strategy | BSG Year 11 |
| Week 8 Oct 14 – Oct 20 | EXAM 1 | BSG Year 12 Chapters 1, 2, 3, 4, 5, 6, & 7 |
| Week 9 Oct 21 – Oct 27 | Chapter 8- Corporate Strategy, Diversification, and the Multi-business Company | BSG Year 13 |
| Week 10 Oct 28 – Nov 03 | Chapter 9- Ethics, Corporate Social Responsibility, Environmental Sustainability, and Strategy | BSG Year 14 Discussion 3 (<i>Original post due on Friday</i>) |
| Week 11 Nov 04 – Nov 10 | Chapter 10- Building an Organization Capable of Good Strategy Execution: People, Capabilities, and Structure | BSG Year 15 Discussion 4 (<i>Original post due on Friday</i>) |
| Week 12 Nov 11 – Nov 17 | Chapter 11- Managing Internal Operations Actions That Promote Good Strategy Execution | BSG Year 16 |
| Week 13 Nov 18 – Nov 24 | Core Competency Exam (tentative) | |
| Week 14 Nov 25 – Dec 01 | Thanksgiving Break | |
| Week 15 Dec 02 – Dec 08 | Chapter 12- Corporate Culture and Leadership Keys to Good Strategy Execution | Individual Case 2 is due. |
| Week 16 Dec 09 – Dec 13 | 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.