



## COLLEGE OF BUSINESS

### SUMMER I - 2025

**COURSE NUMBER:** MGT 439 02W

**COURSE TITLE:** GLB/Business Strategy

**INSTRUCTOR:** Dr. Guclu Atinc

**REQUIRED TEXT:** [Mastering Strategic Management v3.0](#) By: Dave Ketchen and Jeremy Short  
Published: 2021 Discipline: Management & Organization Textbooks, Strategic Textbooks  
ISBN (Digital): 978-1-4533-3765-3

#### **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 to 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

**CLASS MEETING:** Online

**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 during the Summer

**ATTENDANCE POLICY:** Due to the nature of this class, there is no attendance policy. However, students of the online class are expected to be active participants.

**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 East Texas A&M University have a corresponding course shell in the myLeo Online Learning Management System (LMS). Below are the 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)

## **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, ETAMU 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>

### **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 East Texas A&M University 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**

East Texas A&M University 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 East Texas A&M University 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.

**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 under each week's tab, 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 are a major part of this course. They will be used to integrate the material you were exposed to in your previous classes with some new material you will encounter in this class. You must read the assigned cases thoroughly and be ready to answer the related questions. The case method is intended to lead us to a debate. During this debate, we will sometimes reach a consensus, while other

times a single “right answer” may not emerge. The goal is not always to find the right answer but to focus on the reasoning process we adopt in our analyses.

**EXAMS:** There will be 3 (three) exams. Exams will include multiple-choice questions.

**INDIVIDUAL CASES:** These assignments involve students in reading, analyzing, preparing a plan, and submitting individual written case studies. 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, and management) to solve a real business strategic issue. One of the primary requirements is to identify problems and propose solutions to those issues.

**DISCUSSION/PARTICIPATION:** I will have discussion topics for you each week during the Summer semester. I expect each of you to be an active participant. The discussions may be about a specific case in the book or a general business topic.

**EVALUATION:**

Individual Cases	20 percent
Participation/Discussions	5 percent
Exam 1	25 percent
Exam 2	25 percent
Exam 3	25 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)

	Dates	
Week 1	6/2/2025	6/8/2025
Week 2	6/9/2025	6/15/2025
Week 3	6/16/2025	6/22/2025
Week 4	6/23/2025	6/29/2025
Week 5	6/30/2025	7/3/2025

### ***COURSE SCHEDULE***

<b>DATE</b>	<b>TOPIC</b>	<b>ASSIGNMENT</b>	<b>NOTE</b>
<b>WEEK 1</b>	Introduction to class, syllabus, formation of groups		Welcome to Mgt 439
	Chapter 1-Mastering Strategy: Arts and Science	Chapter 1	Discussion 1
	Chapter 2- Leading Strategically	Chapter 2	Live Session 1
<b>WEEK 2</b>	Chapter 3- Evaluating External Environment	Chapter 3	
	Chapter 4-Managing Company Resource	Chapter 4	Live Session 2
			Discussion 2
	EXAM 1		Chapters 1, 2, 3
<b>WEEK 3</b>	Chapter 5 – Selecting Business – Level Strategies	Chapter 5	Individual Case 1 is due
	Chapter 6 - Supporting the Business-Level Strategies: Competitive and Cooperative Moves	Chapter 6	Live Session 3
	EXAM 2		Chapters 4, 5, 6
<b>WEEK 4</b>	Chapter 7 - Competing in International Markets	Chapter 7	Individual Case 2 is due
	Chapter 8 - Selecting Corporate Level Strategy	Chapter 8	Live Session 4
	Chapter 9 - Executing Strategy Through Organizational Design Chapter 10 - Leading an Ethical Organization: Corporate Governance, Corporate Ethics, and Social Responsibility	Chapter 9 Chapter 10	Discussion 3
<b>WEEK 5</b>	<i>FINAL EXAM</i>		Chapters 7, 8, 9, 10

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