MGT 439 01W&02W

Business Strategy: Fall 2025

INSTRUCTOR INFORMATION

Instructor: Dr. Steven F. Simmons
Office Location: Virtual
Office Hours: Contact for Appointment
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Preferred Form of Communication**: Email, please text if immediate assistance is needed
Communication Response Time: 24 hours

COURSE INFORMATION

Materials – Textbooks, Readings, Supplementary Readings

[Mastering Strategic Management v4.0](#) By Dave Ketchen and Jeremy Short
Published 2025
Discipline Management & Organization Textbooks
ISBN (Digital) 979-8-88794-405-0

Course Description

Student Learning Outcomes

By the end of this course, students will be able to:

Define and explain key concepts of strategic management, including intended, emergent, and realized strategies, and their role in organizational success.

Analyze an organization's external environment using frameworks such as PESTEL and industry analysis to identify opportunities and threats.

The *syllabus/schedule are subject to change.*

Evaluate internal resources and capabilities through resource-based theory, intellectual property considerations, and SWOT analysis to determine sources of competitive advantage.

Formulate and justify appropriate business-level and corporate-level strategies, including cost leadership, differentiation, diversification, and international expansion.

Apply principles of organizational design, corporate governance, and ethical leadership to recommend strategies that enhance performance and ensure social responsibility.

COURSE REQUIREMENTS

Minimal Technical Skills Needed

Students should have the ability to use basic computer functions, navigate D2L, access the internet, use email, and open common file types (Word, PDF, PowerPoint) to successfully participate in this online course.

Instructional Methods

This course will be delivered online through D2L using a combination of readings, multimedia resources, discussions, and applied assignments to promote active learning and engagement.

Student Responsibilities or Tips for Success in the Course

Students are responsible for regularly logging into D2L, completing assignments on time, actively participating in discussions, and seeking help early to ensure success in the course.

GRADING

Final grades in this course will be based on the following scale:

A = 90%-100%
B = 80%-89%
C = 70%-79%
D = 60%-69%
F = 59% or Below

Total Points Corresponding to Final Letter Grades
A = 900 – 1000 points
B = 800 – 900 points
C = 700 – 800 points
D = 600 – 700 points

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F = 599 points & below

Weights of Assessments in Final Grade Calculation

Discussion Boards (15 × 25 points = 375 points) → 37.5%
Quizzes (15 × 25 points = 375 points) → 37.5%
Final Written Assignment (1 × 250 points = 250 points) → 25%
TOTAL = 1000 points (100%)

Assessments

Discussion Board Assignments

The discussion boards are designed to promote interaction and engagement with course concepts in an online environment. Each week, students will respond to a prompt by posting an initial, thoughtful response and replying to at least two classmates. Posts should demonstrate critical thinking, incorporate course materials, and connect theory to real-world examples. Timely participation is essential, as discussion boards are intended to replicate classroom dialogue and build a learning community. Each discussion assignment is worth 25 points and will be graded on quality, depth, and interaction.

Quizzes

Weekly quizzes are intended to reinforce key concepts and assess comprehension of the assigned readings and materials. Each quiz will consist of multiple-choice and/or short-answer questions aligned with the week's learning objectives. Quizzes are worth 25 points each and are timed to ensure students have reviewed the material in advance. Students are encouraged to use the quizzes as a study tool to prepare for major assessments and to track their own progress. Once submitted, quizzes cannot be reopened, so careful preparation before attempting them is expected.

Final Paper

For the final written assignment, students will select a company of their choice and conduct a comprehensive analysis through the lens of strategic management. The paper should be 8–10 pages in length (not including title page and references) and incorporate at least 10 high-quality academic or professional sources (e.g., peer-reviewed journals, credible business publications, textbooks). Using concepts and frameworks from this course, students should evaluate the company's external environment, internal resources and capabilities, current business-level and corporate-level strategies, and overall organizational performance. Students are expected to provide recommendations for the company's future strategic direction, supported by evidence and course theories.

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The assignment must follow APA 7th edition formatting guidelines, including a title page, proper in-text citations, and a reference list. The paper is due on December 7th and should be submitted through the D2L assignment folder. This assignment is worth 250 points (25% of the final grade).

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

Zoom Video Conferencing Tool
https://inside.tamuc.edu/campuslife/CampusServices/CITESupportCenter/Zoom_Account.aspx?source=universalmenu

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.

COMMUNICATION AND SUPPORT

If you have any questions or are having difficulties with the course material, please contact your Instructor.

The syllabus/schedule are subject to change.

Technical Support

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

Interaction with Instructor Statement

COURSE AND UNIVERSITY PROCEDURES/POLICIES

Course Specific Procedures/Policies

Syllabus Change Policy

The syllabus is a guide. Circumstances and events, such as student progress, may make it necessary for the instructor to modify the syllabus during the semester. Any changes made to the syllabus will be announced in advance.

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. https://inside.tamuc.edu/admissions/registrar/documents/studentGuidebook.pdf.

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 Procedures 13.99.99.R0.01 http://www.tamuc.edu/admissions/registrar/generalInformation/attendance.aspx

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
Undergraduate Student Academic Dishonesty Form

http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/documents/13.99.99.R0.03UndergraduateStudentAcademicDishonestyForm.pdf

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Graduate Students Academic Integrity Policy and Form

[Graduate Student Academic Dishonesty Form](https://inside.tamuc.edu/aboutus/policiesProceduresStandardsStatements/rulesProcedures/13students/graduate/13.99.99.R0.10.pdf)

https://inside.tamuc.edu/aboutus/policiesProceduresStandardsStatements/rulesProcedures/13students/graduate/13.99.99.R0.10.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
Velma K. Waters Library Rm 162
Phone (903) 886-5150 or (903) 886-5835
Fax (903) 468-8148
Email: studentdisabilityservices@tamuc.edu

Website: [Student Disability Services](https://www.tamuc.edu/student-disability-services/)

https://www.tamuc.edu/student-disability-services/

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.

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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**

Mental Health and Well-Being

The university aims to provide students with essential knowledge and tools to understand and support mental health. As part of our commitment to your well-being, we offer access to Telus Health, a service available 24/7/365 via chat, phone, or webinar. Scan the QR code to download the app and explore the resources available to you for guidance and support whenever you need it.

http://telusproduction.com/app/5108.html

AI use policy [Draft 2, May 25, 2023]

Texas A&M University-Commerce acknowledges that there are legitimate uses of Artificial Intelligence, ChatBots, or other software that has the capacity to generate text, or suggest replacements for text beyond individual words, as determined by the instructor of the course.

Any use of such software must be documented. Any undocumented use of such software constitutes an instance of academic dishonesty (plagiarism).

Individual instructors may disallow entirely the use of such software for individual assignments or for the entire course. Students should be aware

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of such requirements and follow their instructors 'guidelines. If no instructions are provided the student should assume that the use of such software is disallowed.

In any case, students are fully responsible for the content of any assignment they submit, regardless of whether they used an AI, in any way. This specifically includes cases in which the AI plagiarized another text or misrepresented sources.

13.99.99.R0.03 Undergraduate Academic Dishonesty
13.99.99.R0.10 Graduate Student Academic Dishonesty

Department or Accrediting Agency Required Content

COURSE OUTLINE / CALENDAR

Module 1 (Week 1) – Mastering Strategy: The Art and Science

- Defining Strategic Management and Strategy (1.1)
- Intended, Emergent, and Realized Strategies (1.2)
- History of Strategic Management (1.3)

Module 2 (Week 2) – The Strategic Management Process

- Understanding the Strategic Management Process (1.4)
- Conclusion & Application (1.5)

Module 3 (Week 3) – Leading Strategically: Vision, Mission, and Goals

- Vision, Mission, and Goals (2.1)
- Assessing Organizational Performance (2.2)
- Module 4 (Week 4) – Leadership and Entrepreneurial Orientation

The CEO as Celebrity (2.3)

- Entrepreneurial Orientation (2.4)
- Conclusion (2.5)

Module 5 (Week 5) – Evaluating the External Environment: General Forces

- Relationship Between an Organization and Its Environment (3.1)
- Evaluating the General Environment (3.2)

Module 6 (Week 6) – Evaluating the Industry and Strategic Groups

- Evaluating the Industry (3.3)
- Mapping Strategic Groups (3.4)
- Conclusion (3.5)

Module 7 (Week 7) – Managing Company Resources: Internal Perspective

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- Resource-Based Theory (4.1)

- Intellectual Property (4.2)

- Value Chain (4.3)

Module 8 (Week 8) – Analyzing Strengths and Weaknesses

- Beyond Resource-Based Theory (4.4)

- SWOT Analysis (4.5)

- Conclusion (4.6)

Module 9 (Week 9) – Selecting Business-Level Strategies

- Generic Strategies Overview (5.1)

- Cost Leadership (5.2)

- Differentiation (5.3)

Module 10 (Week 10) – Focused and Best-Cost Strategies

- Focused Cost Leadership & Focused Differentiation (5.4)

- Best-Cost Strategy (5.5)

- Stuck in the Middle & Conclusion (5.6–5.7)

Module 11 (Week 11) – Supporting Business-Level Strategies

- Making Competitive Moves (6.1)

- Responding to Competitors' Moves (6.2)

- Making Cooperative Moves (6.3)

- Conclusion (6.4)

Module 12 (Week 12) – Competing in International Markets

- Advantages/Disadvantages (7.1)

- Drivers of Success/Failure (7.2)

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- Types of International Strategies (7.3)

- Options for Competing Globally (7.4)

- Conclusion (7.5)

Module 13 (Week 13) – Corporate-Level Strategies

- Concentration, Vertical Integration, and Diversification (8.1–8.3)

- Strategies for Getting Smaller (8.4)

- Portfolio Planning (8.5)

- Conclusion (8.6)

Module 14 (Week 14) – Executing Strategy Through Design and Control

- Building Blocks of Organizational Structure (9.1)

- Creating Structures & Control Systems (9.2–9.3)

- Legal Forms of Business & Conclusion (9.4–9.5)

Module 15 (Week 15) – Leading an Ethical Organization

- Boards of Directors (10.1)

- Corporate Ethics & Social Responsibility (10.2)

- Thought Patterns in Leadership (10.3)

- Conclusion (10.4)

- Course Wrap-Up & Integration

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