

**MGT 527—STRATEGIC MANAGEMENT Fall 2025**  
**Section 01W - 02W**

**Instructor:** Dr. Saurabh Srivastava  
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**Lectures:** Thursday 6:15 pm – 8:55 pm  
**Classroom:** BA340  
**Office:** BA 322  
**Office hours:** Thursday 10:30 am – 12:30 pm  
2:00 pm – 5:00 pm

**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. The course should be taken during the semester of graduation unless approved by the department head and the professor.

**Required Course Text:** Strategic Management 6e, Frank Rothaermel, McGraw-Hill.  
The textbook link is available in D2L. Students can access it directly from D2L.

**COURSE OBJECTIVES:**

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.

**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.

| COB Student Learning Outcomes (SLOs) | Course Outcomes - After successfully completing this course, students will be able to: | Measurement Methods (Outcome Assessments) |
|--------------------------------------|----------------------------------------------------------------------------------------|-------------------------------------------|
|--------------------------------------|----------------------------------------------------------------------------------------|-------------------------------------------|

|           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                  |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2, 4, & 5 | <ul style="list-style-type: none"> <li>• Integrate the disciplines students have already studied</li> <li>• Apply theories and concepts relevant to strategic management</li> <li>• Analyze internal strengths and weaknesses</li> <li>• Recognize external opportunities and threats</li> <li>• Cognizant of strategic planning at functional, business, corporate and international levels</li> <li>• Use both oral and written communication techniques to facilitate an effective strategic management process.</li> </ul> | <ul style="list-style-type: none"> <li>• Strategic Audit</li> <li>• Case Analysis</li> <li>• Class Assignments</li> <li>• Exams</li> <li>• Discussions</li> <li>• Industry Simulation</li> </ul> |
|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**MAKE-UP POLICY:** Unless there is an officially documented reason for missing an exam, no make-up exams will be given.

**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 log in to the D2L for any announcements, course documents, to post comments on the discussion board, and to check grades. All the audio and video files will be uploaded to D2L.

**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 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)

**Zoom Lectures:** Each student is required to use Zoom to join live lectures or to access recorded lectures.

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](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, 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>

**ATTENDANCE POLICY:** Attendance is mandatory. Each unexcused absence will have a 2% grade penalty.

**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.R0.10](http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/graduate/13.99.99.R0.10GraduateStudentAcademicDishonesty.pdf)

[GraduateStudentAcademicDishonesty.pdf](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 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.

Weburl:

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf> 5

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.

## ***ASSIGNMENT INFORMATION***

### **STRATEGIC AUDIT**

Each student is required to conduct a strategic audit for an assigned company. The rubric for this assignment can be seen below (Rubric 1). You should upload your report to D2L.

**Cumulative/Comp Exam:** The individual strategic audits will count as the comprehensive exam for graduation. ***YOU MUST OBTAIN A PASSING GRADE (70%) ON THIS SUBMISSION TO GRADUATE. (Course Objective 1, 2, 3, 4, 5, & 6)***

**This assignment also addresses**

**COB Student Learning Objective 2:** Students will demonstrate proficiency in **written communications** by creating clear and well-structured business documents.

**COB Student Learning Objective 4:** Students will identify and evaluate global business challenges.

### **CORE COMPETENCY EXAM (CCE)**

The Core Competency Exam (CCE) measures your comprehension of the core business courses. The College of Business requires all students to take the CCE in their final semester. Additionally, faculty may consider your CCE results and 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). Additional details will be provided during the first class.

### **DISCUSSIONS**

Discussion topics/questions will be available under the “Discussion” module in D2L with two objectives: 1) stimulate reflection concerning pressing issues (and hopefully interesting to you) in the strategic management domain, and 2) offer you the opportunity to exchange thoughts and experiences with your

peers. The key to quality discussions is the value-added insights you present to the discussion. Therefore, your grade will be based on the degree to which you contribute to the discussion through insightful comments (i.e., simply stating “I also think so...” is not considered insightful). Please note that the original post and comments are due on two separate dates. Original posts are due by Fridays and comments are due by the corresponding Sundays. The purpose of having a two-day window for comments is to keep us all on the same topic during a given timeframe. This will also allow you sufficient time to read the posts by your peers and engage in a meaningful discussion and sharing of thoughts, ideas and insights.

***Reply to at least (5) five of your classmates’ original posts is mandatory. Each original post is worth 50% of the discussion grade, and each reply is worth 10% of the discussion grade. The quality of the original post and reply to other students will be the major determinant of discussion grades. Simply stating “I agree....” Or just one-liner reply will be graded as zero for that particular reply. (Course Objective 1, 2, & 6). This assignment also addresses***  
**COB Student Learning Objective 2: Students will demonstrate proficiency in written communications.**

**COB Student Learning Objective 4: Students will identify and evaluate global business challenges.**

### **INDIVIDUAL CASE ANALYSIS**

Students are required to submit one case analysis. Details are in the course schedule. **(Course Objectives 1, 2, 3, 4, 5, & 6)**

**This assignment also addresses**

**COB Student Learning Objective 4: Students will identify and evaluate global business challenges.**

**COB Student Learning Objective 5: Students will be analytical problem solvers in business**

### **EXAM**

There will be a midterm and a final exam. The exams will include multiple-choice and true-false questions.

### **EVALUATION:**

|                              |                                   |
|------------------------------|-----------------------------------|
| Individual Case Analysis (1) | 15 percent                        |
| Discussions (5)              | 15 percent (3% each)              |
| Core Competency Exam         | 15 Percent                        |
| Strategic Audit              | 20 Percent                        |
| Midterm                      | 15 Percent (Chapter 1-6)          |
| Final Exam                   | 20 percent (covers Chapters 1-12) |
| 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                                                                                             | ASSIGNMENTS/<br>SUBMISSIONS<br>(Due at 11:59 pm on the<br>given date)    |
|---------------------------|---------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|
| WEEK 1<br>Aug 25 – Aug 31 | Introduction to class, syllabus, formation of groups, etc.<br><b>Chapter 1</b> – What is Strategy |                                                                          |
| WEEK 2<br>Sep 1 – Sep 7   | <b>Chapter 2</b> – Strategic Leadership                                                           | Discussion 1: (Original post due Friday, Sep 5 and comments due Sep 7)   |
| WEEK 3<br>Sep 8 – Sep 14  | <b>Chapter 3</b> – External Analysis                                                              | Discussion 2: (Original post due Friday, Sep 12 and comments due Sep 14) |
| WEEK 4<br>Sep 15 – Sep 21 | <b>Chapter 4</b> – Internal Analysis                                                              |                                                                          |
| WEEK 5<br>Sep 22 – Sep 28 | <b>Chapter 5</b> - Competitive Advantage, Performance, & Business Model                           | Individual Case 1 (Due Sep 28)                                           |
| WEEK 6<br>Sep 29 – Oct 5  | <b>Chapter 6</b> - Business-Level Strategy: Differentiation, Cost-Leadership, & Blue Ocean        | Discussion 3: (Original post due Friday, Oct 3, and comments due Oct 5)  |
| WEEK 7<br>Oct 6 – Oct 12  | <b>Chapter 7</b> - Business-Level Strategy: Innovation, Entrepreneurship, & Platform              | Midterm: Due Oct 12                                                      |
| WEEK 8<br>Oct 13 – Oct 19 | <b>Chapter 8</b> – Corporate-Level Strategies: Integration & Diversification                      | Discussion 4: (Original post due Friday, Oct 17 and comments due Oct 19) |
| Week 9<br>Oct 20 – Oct 26 | <b>Chapter 9</b> – Corporate-Level Strategies: Strategic Alliance and Merger & Acquisition        | Discussion 5: (Original post due Friday, Oct 24, and comments Oct 26)    |

|                            |                                          |                                       |
|----------------------------|------------------------------------------|---------------------------------------|
|                            |                                          |                                       |
| Week 10<br>Oct 27 – Nov 2  | <b>Chapter 10</b> – Global Strategy      |                                       |
| Week 11<br>Nov 3 – Nov 9   | <b>Chapter 11:</b> Organizational Design |                                       |
| Week 12<br>Nov 10 – Nov 16 | <b>Chapter 12</b> - Corporate Governance | Core Competency Exam:<br>(Due Nov 16) |
| Week 13<br>Nov 17 – Nov 23 |                                          | Strategic Audit (Due: Nov 23)         |
| Week 14<br>Nov 24 – Nov 30 |                                          |                                       |
| Week 15<br>Dec 1 – Dec 7   |                                          |                                       |
| Week 16<br>Dec 8 – Dec 12  |                                          | Final Exam: (Due: Dec 12)             |

