



## COLLEGE OF BUSINESS

Spring 2026

**COURSE NUMBER:** MGT 439 02W

**COURSE TITLE:** Business Strategy

**INSTRUCTOR:** Dr. Saurabh Srivastava

**Live Sessions:** *Details in Course Schedule at the end of this syllabus*

**OFFICE & TELEPHONE NUMBER:** BA 322, Phone: 903-886-5703

**EMAIL ADDRESS:** Saurabh.Srivastava@tamuc.edu

**OFFICE HOURS: In Person** (BA 322): Tuesday 10:30 am - 12:00 pm  
Thursday 10:30 am – 12:00 pm

**Virtual** (Zoom) Tuesday 3:15 pm – 5:15 pm (Link in D2L)  
And by appointment as needed

**ATTENDANCE POLICY:** Students are encouraged to attend the live sessions. If unable, should watch the available recordings in D2L.

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

**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 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.

<b>COB Student Learning Outcomes (SLOs)</b>	<b>Course Outcomes</b> - After successfully completing this course, students will be able to:	<b>Measurement Methods</b> (Outcome Assessments)
2, 3, 4, & 5	<ul style="list-style-type: none"> <li>• Understanding the concepts related to strategic management</li> <li>• Understanding how to analyze external and internal environment of a firm</li> <li>• Comprehending different levels of strategy</li> <li>• Understanding the challenges of becoming a global manager</li> <li>• Understanding entrepreneurial strategy, strategic control and corporate governance</li> <li>• Understanding how to create effective organizational designs</li> <li>• Understanding strategic leadership through creation of learning and ethical organizations</li> <li>• Understanding how to manage innovation and fostering corporate entrepreneurship</li> </ul>	<ul style="list-style-type: none"> <li>• Chapter quizzes</li> <li>• Exams</li> <li>• Case Analysis</li> <li>• Strategy Project</li> <li>• Chapter Assignments</li> </ul>

## 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](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](mailto:helpdesk@tamuc.edu).

**Note:** Personal computer and internet connection problems do not excuse the requirement to complete all course work promptly and satisfactorily. Each student needs a backup method to deal with these inevitable problems. These methods might include having a backup PC at home or work, temporarily using 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](mailto: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 connections 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](http://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 check your grades. All the audio and video files will be uploaded to D2L.

**EXAMS:** There will be two (two) exams. The exams will include multiple-choice and True/False type questions. These Exams are proctored.

**INDIVIDUAL CASE:** 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, 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 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.

**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. 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.***

**GROUP PROJECT:** Students will perform a detailed strategic analysis of a public company provided by the instructor. Each group will make an in-class presentation.

**EVALUATION:**

Discussions(4)	10 percent
Individual Cases	10 percent
Midterm Exam	20 percent
Final Exam	25 percent
Core Competency Exam (CCE)	10 percent
Group Project & Presentation	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)

**COURSE SCHEDULE**

<b>DATE</b>	<b>TOPIC</b>	<b>Live Sessions</b>	<b>NOTE: The due date is Sunday at 11:59 pm on the respective week unless specified otherwise.</b>
Week 1 Jan 12 – Jan 18	Introduction to the class, syllabus Chapter 1 – Mastering Strategy: Art and Science	Thursday, Jan 15 4:00 pm – 5:00 pm	Welcome to Mgt 439 <b>Read, Initial, and Submit the Honesty Policy</b>
Week 2 Jan 19 – Jan 25	Chapter 2- Leading Strategically		Discussion 1 ( <b>Original post due on Friday</b> )
Week 3 Jan 26 – Feb 01	Chapter 3- Evaluating the External Environment	Thursday, Jan 29 4:00 pm – 5:00 pm	Discussion 2 ( <b>Original post due on Friday</b> )
Week 4 Feb 02 – Feb 08	Chapter 4- Managing Company Resources		
Week 5 Feb 09 – Feb 15	Chapter 5- Selecting Business-Level Strategies	Thursday, Feb 12 4:00 pm – 5:00 pm	
Week 6 Feb 16 – Feb 22	Midterm Exam		Chapters 1, 2, 3, 4, & 5
Week 7 Feb 23 – Mar 01	Case 1 Discussion	Thursday, Feb 26 4:00 pm – 5:00 pm	
Week 8 Mar 02 – Mar 08	Chapter 6- Supporting the Business-Level Strategies: Competitive and Cooperative Moves		Individual Case Analysis is due.
Week 9 Mar 09 – Mar 15	SPRING BREAK		
Week 10 Mar 16 – Mar 22	Chapter 7- Competing in International Market	Thursday, Mar 19 4:00 pm – 5:00 pm	Discussion 3 ( <b>Original post due on Friday</b> )
Week 11 Mar 23 – Mar 29	Chapter 8- Selecting Corporate-Level Strategy		Discussion 4 ( <b>Original post due on Friday</b> )
Week 12 Mar 30 – Apr 05	Group Project Discussion	Thursday, Apr 02 4:00 pm – 5:00 pm	
Week 13 Apr 06 – Apr 12	Chapter 9- Executing Strategy Through Organizational Design		
Week 14 Apr 13 – Apr 19	Core Competency Exam		CCE Due
Week 15 Apr 20 – Apr 26	Chapter 10- Leading an Ethical Organization: Corporate Governance, Corporate Ethics, and Social Responsibility	Thursday, Apr 23 4:00 pm – 5:00 pm	
Week 16 Apr 27 – May 03			Group Project and Presentations submission.
Week 17 May 04 – May 08	Final Exam		Chapters 6, 7, 8, 9, & 10

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