

MGT 527—STRATEGIC MANAGEMENT Spring 2026
Section 01E

Instructor: Dr. Saurabh Srivastava

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Lectures: Tuesday 6:15 pm – 8:55 pm

Classroom: BA109

Office: BA 322

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

Course Description: The focus of this course is on strategic management and on the formulation and implementation of business policy. This course is designed to aid students in synthesizing and applying knowledge accumulated in earlier courses and to introduce them to concepts unique to strategic management. A case-based approach provides students with the opportunity to integrate the functional concepts, skills, and techniques acquired in previous courses and apply them to real 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

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

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. Note: Personal computer and internet connection problems do not excuse the requirement to complete all coursework in a timely and satisfactory manner. Each student needs a backup plan to handle 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 house, the local library, office service companies, Starbucks, or a TAMUC campus open computer lab.

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>

[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

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 must conduct a strategic audit of 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 coursework when recommending you for jobs or additional academic programs. The CCE is administered through enrollment in this course (the capstone strategy course). Further 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 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 a significant determinant of discussion grades. Simply stating “I agree....” Or just a 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**

EXAMS

There will be a midterm and a final exam. These are a combination of in-class short-answer, multiple-choice, and true-false questions.

EVALUATION:

Individual Case Analysis (1)	15 percent
Discussions (3)	15 percent
Core Competency Exam	15 Percent
Strategic Audit	20 Percent
Midterm	15 Percent (Chapter 1-4)
Final Exam	20 percent (Chapters 5-12)

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/ SUBMISSIONS (Due at 11:59 pm on the given date)
WEEK 1 Class on February 03	Introduction to class, syllabus, formation of groups, etc. Chapter 1 – What is Strategy	Discussion 1: (Original post due Friday, Feb 6, and comments due Feb 8)
WEEK 2 Class on February 10	Chapter 2 – Strategic Leadership	Discussion 2: (Original post due Friday, Feb 13, and comments due Feb 15)
WEEK 3 Class on February 17	Chapter 3 – External Analysis	
WEEK 4 Class on February 24	Chapter 4 – Internal Analysis	
WEEK 5 Class on March 03	Midterm	Midterm (March 03) Chapters 1, 2, 3, & 4
WEEK 6	Spring Break	
WEEK 7 Class on March 17	Chapter 5 - Competitive Advantage, Performance, & Business Model	Individual Case 1 (Due Mar 22)
WEEK 8 Class on March 24	Chapter 6 - Business-Level Strategy: Differentiation, Cost-Leadership, & Blue Ocean Chapter 7 - Business-Level Strategy: Innovation, Entrepreneurship, & Platform	Discussion 3: (Original post due Friday, Mar 27, and comments due Mar 29)
Week 9 Class on March 31	Chapter 8 – Corporate-Level Strategies: Integration & Diversification Chapter 9 – Corporate-Level Strategies: Strategic Alliance and Merger & Acquisition	

Week 10 Class on April 07	Chapter 10 – Global Strategy	
Week 11 Class April 14	Chapter 11: Organizational Design	
Week 12 Class on April 21	Chapter 12 - Corporate Governance	Strategic Audit (Due: April 26)
Week 13 Class on April 28		
Week 14 Class on May 05	Final Exam	Final Exam (May 05) Chapters 5-12

