MGT 527—STRATEGIC MANAGEMENT Spring 2026
Section 02W

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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, Open-source book located in the first class module.

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)

2, 4, & 5	• 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.	• Strategic Audit • Case Analysis • Class Assignments • Exams • Discussions

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

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/34Safet yOf EmployeesAndStudents/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.

Course Structure and Assessment Overview

This course is organized around the first ten chapters of the required textbook and is delivered fully online through D2L. The course is divided into **five instructional modules**, each aligned with specific textbook chapters and designed to progressively build strategic management knowledge and application skills.

All course activities—including exercises, quizzes, discussions, and the class project—are completed **online in D2L**. **All assignments for all modules are due no later than May 8 at 11:59 PM CST.** No late work will be accepted after this deadline.

Module Organization

Module 1: Foundations of Strategy

Chapters Covered: Chapters 1 and 2

- Chapter 1 Exercise

- Chapter 2 Exercise

- Module 1 Quiz (closed book, closed notes)

- Module 1 Discussion

This module introduces the foundations of strategic management, including the nature of strategy, the strategic management process, and the assessment of organizational performance.

Module 2: External Environment Analysis

Chapters Covered: Chapter 3

- Chapter 3 Exercise

- Module 2 Quiz (closed book, closed notes)

- Module 2 Discussion

This module focuses on evaluating the external environment, including the general environment, industry environment, and competitive forces.

Module 3: Internal Analysis and Strategic Issues

Chapters Covered: Chapters 4 and 5

- Chapter 4 Exercise

- Chapter 5 Exercise

- Module 3 Quiz (closed book, closed notes)

- Module 3 Discussion

This module emphasizes internal analysis using the resource-based view, value chain analysis, and the synthesis of strategic issues through SWOT analysis.

Module 4: Strategy Formulation

Chapters Covered: Chapters 6, 7, 8, and 9

- Chapter 6 Exercise

- Chapter 7 Exercise

- Chapter 8 Exercise

- Chapter 9 Exercise

- Module 4 Quiz (closed book, closed notes)

- Module 4 Discussion

This module examines business-level strategy, innovation strategy, corporate-level strategy, and international strategy.

Module 5: Strategy Execution and Integration

Chapters Covered: Chapter 10

- Chapter 10 Exercise

- Module 5 Quiz (closed book, closed notes)

- Module 5 Discussion

- **Class Project Due**

This final module focuses on strategy execution, organizational design, control systems, and the integration of strategic analysis through the class project.

Module Summary Chart

Module	Chapters Covered	Chapter Exercises	Quiz	Discussion	Class Project
Module 1	Chapters 1–2	2	Yes	Yes	No
Module 2	Chapter 3	1	Yes	Yes	No
Module 3	Chapters 4–5	2	Yes	Yes	No
Module 4	Chapters 6–9	4	Yes	Yes	No
Module 5	Chapter 10	1	Yes	Yes	**Yes**

Grading Structure

Final course grades are based on the following weighted components:

Grade Component	Weight
Module Exercises	30%
Module Quizzes	30%
Module Discussions	20%
Class Project	20%
Total	**100%**

Description of Graded Components

Module Exercises (30%)

Each chapter includes a required exercise designed to reinforce key concepts and analytical tools from the textbook. These exercises focus on comprehension, application, and basic analysis.

Module Quizzes (30%)

Each module includes a quiz covering all chapters in that module. Quizzes are **closed book and closed notes** and are intended to assess individual understanding of core strategic management concepts.

Module Discussions (20%)

Each module includes a discussion assignment that requires students to engage with course concepts, apply strategic frameworks, and respond thoughtfully to peers. Discussions are graded on quality, clarity, and engagement.

Class Project (20%)

The class project is a comprehensive strategic analysis that integrates concepts from all ten chapters. The project is due in **Module 5**, and detailed project instructions are provided within the Module 5 content in D2L.

Important Deadline

All assignments for all modules must be submitted in D2L no later than May 8 at 11:59 PM CST.