



MGT 439 01W

Business Strategy: Summer II 2026

INSTRUCTOR INFORMATION

Instructor: Dr. Steven F. Simmons

Office Location: Virtual

Office Hours: Contact for Appointment

Office Phone: 803-552-2441

Office Fax: NA

University Email Address: steven.simmons@etamu.edu

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.

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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

Assignments and Evaluation

Student learning will be assessed through weekly discussion board assignments, two strategic analysis essays, and a comprehensive final strategic management project. These assignments are designed to help students apply course concepts, evaluate organizational strategies, and develop evidence-based recommendations using strategic management frameworks.

Discussion Board Assignments (500 Points Total)

Students will participate in five discussion board assignments throughout the course. Each discussion board is worth 100 points for a total of 500 points.

Discussion boards are designed to promote critical thinking, application of course concepts, and interaction with classmates. Students will analyze organizations, evaluate strategic decisions, and discuss contemporary management issues using concepts presented in the textbook and course materials.

Students are expected to submit an initial response to the discussion prompt and provide substantive responses to at least two classmates. Discussion contributions should demonstrate thoughtful analysis, integration of course concepts, and professional communication.

Five Discussion Boards @ 100 Points Each = 500 Points

Strategic Analysis Essays (250 Points Total)

Students will complete two formal essays during the course. Each essay is worth 125 points for a total of 250 points.

The essays require students to apply strategic management frameworks to real organizations. Students will analyze internal and external environments, evaluate competitive positioning, assess strategic decisions, and develop recommendations supported by scholarly research.

Each essay must follow APA 7th Edition formatting standards and incorporate a minimum of five scholarly or professional sources, including the course textbook.

Two Essays @ 125 Points Each = 250 Points

Final Strategic Management Project (250 Points)

The Final Strategic Management Project serves as the capstone assignment for the

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course and is worth 250 points.

Students will select an organization and conduct a comprehensive strategic analysis utilizing concepts covered throughout the course. The project will require students to evaluate organizational direction, external and internal environments, business-level and corporate-level strategies, leadership effectiveness, organizational structure, ethics, and future strategic opportunities.

The final paper must be a minimum of 10 pages in length, follow APA 7th Edition formatting standards, and incorporate a minimum of 10 scholarly or professional sources, including the course textbook. Students will be expected to integrate strategic management theories and frameworks while providing evidence-based recommendations for organizational success.

Final Strategic Management Project = 250 Points

Grading Summary

Discussion Board 1 = 100

Discussion Board 2 = 100

Discussion Board 3 = 100

Discussion Board 4 = 100

Discussion Board 5 = 100

Essay Assignment 1 = 125

Essay Assignment 2 = 125

Final Strategic Management Project = 250

Total Points = 1,000

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

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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.

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.

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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>

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>

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

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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/>

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 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

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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 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

The syllabus/schedule are subject to change.

Strategic Management (5-Week Accelerated Course) Course Outline/Calendar

Week	Topics Covered	Assignment
Week 1	<p>Chapter 1: Mastering Strategy: The Art and Science</p> <ul style="list-style-type: none"> • Defining Strategic Management and Strategy (1.1) • Intended, Emergent, and Realized Strategies (1.2) • History of Strategic Management (1.3) • Understanding the Strategic Management Process (1.4) <p>Chapter 2: Leading Strategically: Vision, Mission, and Goals</p> <ul style="list-style-type: none"> • Vision, Mission, and Goals (2.1) • Assessing Organizational Performance (2.2) • The CEO as Celebrity (2.3) • Entrepreneurial Orientation (2.4) 	Discussion Board #1 Strategic Thinking in Action
Week 2	<p>Chapter 3: Evaluating the External Environment</p> <ul style="list-style-type: none"> • Relationship Between an Organization and Its Environment (3.1) • Evaluating the General Environment (3.2) • Evaluating the Industry (3.3) • Mapping Strategic Groups (3.4) <p>Chapter 4: Managing Company Resources</p>	Discussion Board #2 SWOT Analysis and Competitive Position Essay #1: Internal and External Environmental Analysis

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	<ul style="list-style-type: none"> • Resource-Based Theory (4.1) • Intellectual Property (4.2) • Value Chain Analysis (4.3) • Beyond Resource-Based Theory (4.4) • SWOT Analysis (4.5) 	
Week 3	<p>Chapter 5: Selecting Business-Level Strategies</p> <ul style="list-style-type: none"> • Generic Strategies Overview (5.1) • Cost Leadership (5.2) • Differentiation (5.3) • Focused Cost Leadership & Focused Differentiation (5.4) • Best-Cost Strategy (5.5) • Stuck in the Middle (5.6) <p>Chapter 6: Supporting Business-Level Strategies</p> <ul style="list-style-type: none"> • Making Competitive Moves (6.1) • Responding to Competitors' Moves (6.2) • Making Cooperative Moves (6.3) 	Discussion Board #3 Choosing a Competitive Strategy
Week 4	<p>Chapter 7: Competing in International Markets</p> <ul style="list-style-type: none"> • Advantages and Disadvantages of International Expansion (7.1) • Drivers of Success and Failure (7.2) • Types of International Strategies (7.3) • Options for Competing Globally (7.4) 	Discussion Board #4 Growing Beyond Domestic Markets Essay #2: International and Corporate-Level Strategy Analysis

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	<p>Chapter 8: Corporate-Level Strategies</p> <ul style="list-style-type: none"> • Concentration Strategies (8.1) • Vertical Integration (8.2) • Diversification (8.3) • Strategies for Getting Smaller (8.4) • Portfolio Planning (8.5) 	
Week 5	<p>Chapter 9: Executing Strategy Through Design and Control</p> <ul style="list-style-type: none"> • Building Blocks of Organizational Structure (9.1) • Creating Structures & Control Systems (9.2–9.3) • Legal Forms of Business (9.4) <p>Chapter 10: Leading an Ethical Organization</p> <ul style="list-style-type: none"> • Boards of Directors (10.1) • Corporate Ethics & Social Responsibility (10.2) • Thought Patterns in Leadership (10.3) <p>Course Wrap-Up and Strategic Integration</p>	<p>Discussion Board #5 Ethical Leadership and Strategic Success</p> <p>Final Strategic Management Project: Comprehensive Strategic Analysis of an Organization</p>

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