



Fall: 2026 MGT 439-01W— Business Strategy

NOTE ABOUT TIMES: All Times and Deadlines for this Course are Listed in the Central Time Zone (Commerce, TX) times.

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Office & Hours: CB 320; T, R 12:00-2:00 PM
Virtual Office Hours: Fridays @ 10am on zoom: <https://tamuc.zoom.us/j/97008242956>

REQUIRED TEXT: [Mastering Strategic Management v4.0](#) By: Dave Ketchen and Jeremy Short
Published: 2025 Discipline: Management & Organization Textbooks, Strategic Textbooks
ISBN (Digital): 978-8-88794-405-0

All sections of MGT 439 are Inclusive Access.

COURSE DESCRIPTION AND OBJECTIVES:

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:

- 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.
- Students will apply business strategy concepts and the strategic management process to current company and industry situations through case analysis and presentations.
- Students will demonstrate personal communication and project management skills through a team project.

- Analyzing internal strengths and weaknesses
- Recognizing external opportunities and threats
- Awareness of strategic planning at functional, business, corporate and international levels
- Using both oral and written communication techniques to facilitate an effective strategic management process.

2. OUTCOMES FOR STUDENTS TO SUCCESSFULLY COMPLETE THIS COURSE INCLUDE:

- Understanding the concepts related to strategic management
- Understanding how to analyze external and internal environment of a firm
- Comprehending different levels of strategy
- Understanding the challenges of becoming a global manager
- Understanding entrepreneurial strategy, strategic control and corporate governance
- Understanding how to create effective organizational designs
- Understanding strategic leadership through creation of learning and ethical organizations
- Understanding how to manage innovation and fostering corporate entrepreneurship

COB STUDENT LEARNING OBJECTIVES:

- Students will demonstrate proficiency in spoken communications by delivering clear and well-structured business presentations.
- Students will demonstrate proficiency in written communications by creating clear and well-structured business documents.
- Students will identify and evaluate ethical business issues.
- Students will identify and evaluate global business challenges.
- Students will be analytical problem solvers in business environments.

Student Learning Outcomes (SLOs)	Course Outcomes - After successfully completing this course, students will be able to:	Objectives will be measured as follows:
	• Understanding the concepts related to strategic management • Understanding how to analyze external and internal environment of a firm • Comprehending different levels of strategy • Understanding the challenges of becoming a global manager • Understanding entrepreneurial strategy, strategic control and corporate governance • Understanding how to create effective organizational designs • Understanding strategic leadership through creation of learning and ethical organizations • Understanding how to manage innovation and fostering corporate entrepreneurship	Assignments and Exams

CLASS MEETING:

This is a completely online course. We will be having synchronous meetings during the scheduled live session.

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

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.

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 ETAMU campus open computer lab, etc.

COURSE FORMAT:

This course is a completely web-based course. Recording will be provided via Zoom. You will find the majority of the information and materials that you will need to complete the course in this syllabus and on the course management website. Be sure to attend the sessions regularly and check your university e-mail regularly to see what work you are required to do. All of the handouts and assignments for this course are posted under the "Assignments" tab in course shell. You should submit your work in a format that is compatible with **Microsoft Office 2007/2010** and post it in the appropriate "Dropboxes" when they are due. Mid-Term and final exam will be held online.

COURSE SCHEDULE:

A detail course schedule will be available on the first day of the class in D2L.

SYLLABUS SUBJECT TO CHANGE STATEMENT:

I may adjust based on what happens in class. I may also change the basis for the course grade (if I need to eliminate an assignment or something of that nature). If I do so, I will so inform you in writing. Remaining in the course after reading this syllabus will signal that you accept the possibility of changes and responsibility for being aware of them.

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>

ETAMU 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 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.R0.10GraduateStudentAcademicDishonesty.pdf>

SPECIAL NEEDS/REASONABLE ACCOMODATIONS:

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:

East Texas A&M University

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/>

STATEMENT ON AI USE IN COURSES (MAY 2023):

East Texas A&M University 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.

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.

TENETS OF COMMON BEHAVIOR STATEMENT:

All students enrolled at the university shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment (See current Student Handbook).

COUNSELING CENTER:

The Counseling Center at East Texas A&M University, 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

UNIVERSITY CAMPUS CONCEALED CARRY STATEMENT:

Texas Senate Bill - 11 (Government Code 411.2031, et al.) authorizes the carrying of a concealed handgun in East Texas A&M University 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 (<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/34SafetyOfEmployeesAndStudents/34.06.02.R1.pdf>) and/or consult your event organizer). 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 POLICIES AND INSTRUCTOR EXPECTATIONS:

Students are required to meet the expectations listed below.

- **Professional Behavior:** It is important that you maintain a professional demeanor at all times, including during "electronic communication". East Texas A&M expects this from you, as do current and future employers. Since so much communication in the workplace is "electronic" nowadays, this course will be a good place to practice interacting in a manner appropriate to a professional setting. In particular, take special care when posting and responding to discussion board questions.
- **Regular and Timely Attendance and Participation:** You are expected to login to the course and participate in live sessions. Submit all course work as scheduled. Failure to submit the work on time would result in a grade "F". Failing to login in the course will also be reported on the 4thth day class roster submitted to the registrar's office.
- **Assignments:**
 1. **Submitted assignments must be correctly formatted and free of grammatical and stylistic errors.** Students in MGT 439 should have at least some skill with software for word processing, spreadsheets, databases, graphics, and presentations, and with web browsers and search engines. Spelling and grammatical errors will detract from your grade!
 2. **Assignments must be turned in on time.** Assignments are due at the **date** and **time (8:00 AM)** listed. All work and assignments for the entire course will be available on the day of class. Start working on each assignment as soon as you possibly can and make sure that you have the all assignments submitted by the specified due dates. You **MUST** turn in all written assignments **ON TIME**. You will have until **8:00 AM CST** to submit the work that is listed in the far right, "All Assignments Due" column of the course schedule

provided on the fifth page of this syllabus. I will accept late assignments. However, there will be a significant penalty. For each day that your assignment is late, I will deduct **10 POINTS** from your grade. If you do not meet the 8:00 AM deadline (even by one or two minutes), I will deduct 10 points. If you do not turn the assignment in by 8:00 AM CST the next day, I will deduct an additional 10 points, and so on. Saturdays and Sundays count towards the total days late.

3. **Assignments must be complete.** You must complete and submit all components at the specified due date and time to receive credit for the assignment. Please don't turn in work that is only "half-finished".
 4. **Please submit assignments in a format that is compatible with Microsoft Office 2007/2010.** Please save all documents as doc or docx files.
- **Back-ups Are Required:** You are required to back up all your assignments on a disk that can be submitted to me upon my request. If work is lost due to insufficient back-up, you will not have the opportunity to recreate and submit at a later time.
 - **E-mail:** Students must routinely check e-mail sent to his or her **East Texas A&M account**. Our discussion in the class is my primary mechanism for communicating to the class. I will also be using emails to communicate with the class and will be posting biweekly announcements/updates about the class. I check my e-mail several times a day, so this is the best way to reach me.
 - **Make-up Exams or Late Assignments Will Only Be Accepted If You Obtain University Approved Documentation for Your Excuse:** There are no make-up assignments for poor performance on a previous assignment.

Changes to Schedule: There might be occasions to modify the schedule. In these cases, all changes will be announced in the class and e-mail. It is your responsibility to become aware of any such changes. 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.

GRADE COMPONENTS:

Component	Type	Point Value	% Value
Assignments (4 @ 100 Points Each)	Individual	400 points	80%
Mid-Term Exam	Individual	100 points	10%
Final Exam	Individual	100 points	10%
Course Total		500 points	100%

GRADING SCALE:

A	90 – 100%	450-500 points	D	60-69%	300-349 points
B	80 – 89%	400-449 points	F	Below 60%	Less than 300 points
C	70-79%	350-399 points			

Incomplete - Will be given only in extenuating circumstances.
 Withdrawal - Must be initiated by the student administratively.

ASSIGNMENTS:

Throughout the semester, you will be required to work on four assignments focusing on the business strategy. Details are available in the course in D2L. Specific instructions for each assignment will be posted in course, under the "CONTENTS" tab. The analyses should be submitted to the "Dropbox" designated for that assignment. The document must be compatible with Microsoft Word 2007/210.

Case Analysis Assignments (2 @ 100 Points each): Students will complete three individual case analyses assignments- Part I, Part II, & Part III focusing on the same company during the semester. These assignments are designed to help students apply strategic management concepts and frameworks to a real-world organization. Students will analyze the company's internal and external environments, evaluate strategic issues, assess its competitive position and financial performance, and develop evidence-based strategic recommendations. The purpose of these assignments is to strengthen critical thinking, analytical reasoning, and decision-making skills through the application of concepts covered throughout the course.

Strategic Challenge Analysis (100 Points): Students will complete an individual analysis of a current strategic challenge faced by a publicly traded company. The assignment requires students to apply strategic management concepts and frameworks discussed in class to evaluate the issue, assess potential alternatives, and recommend an appropriate course of action. The purpose of this assignment is to strengthen analytical, critical thinking, and strategic decision-making skills through the examination of a real-world business challenge.

*Detail instructions and grading rubrics are shared in the D2L.

EXAMS:

There will be two exams, mid-term and final exam. Exam will test your comprehension of the material presented in the required textbook via selected multiple choice and short answer items. The exams will be administered online, and students will be able to access the exam on the scheduled date under Weeks 8 and 16.

CLASS ATTENDANCE & PARTICIPATION:

Attendance and engagement in your work is critical to successful course completion. I suggest that you attend the class live regularly to make sure that you stay on track, view the feedback regarding your work, and read any additional information and/or material for this course. Please review the bi-weekly course announcements.

- ❖ **IF YOU EVER FEEL AS IF YOU NEED TO MEET WITH ME IN ORDER TO CLARIFY ASSIGNMENTS, DISCUSS CONCERNS ABOUT THE CLASS, DISCUSS TOPICS FROM THE CLASS, ETC., E-MAIL ME IN ORDER TO SET UP AN APPOINTMENT.**

COURSE OUTLINE / CALENDAR

*Will be available on D2L.