

MGT 528-CURRENT ISSUES IN STRATEGIC MANAGEMENT

Spring 2013

Section 22309 - MGT 528 -01W

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Lloyd Basham

Hello, my name is Lloyd and welcome to Management 528, Current Issues In Strategic Management with Texas A & M University-Commerce. I am looking forward to being your instructor in the future sixteen weeks. There is no doubt that after the conclusion of this course we will look back upon this period as being a personally enhancing experience for each of us. My challenge to you, as a mental preparation for this class, is to give thought to "significance" and its meaning to you and its application to the forthcoming material in MGT 528. It is my objective to make a difference in your educational experience and likewise I hope to make a lasting impression on you as I am sure that you will with me. Let us begin the journey!

Special Note on the Class Schedule:

Please note the course is scheduled to run from January 14th to May 10th, 2013. Each week will begin on Monday (except Week Nine which is Spring Break) and conclude at 11:59pm in the evening on the following Sunday with the course concluding at 11:59pm on Friday, May the 10th which is the due date and time for the Summary Activity – Final Exam. [Also please note there will be no assignments due or course activity during Week Nine due to Spring Break].

Course Description:

The course addresses a number of current issues in strategic management, including but not limited to such topics as competitive analysis, mergers and acquisitions, managerial ethics, global strategy, and corporate culture. Emphasis is placed on the development of critical thinking skills.

Course Objectives:

- 1.To understand the nature of competition and the impact of globalization on the theory and practice of strategic management.
- 2.To analyze from an organizational perspective current external opportunities and threats in terms of competition, globalization, economic issues, political issues, new technology and social trends.
- 3.To apply strategic management concepts and tools to the industries and organizations in which students presently work (or would like to work after graduation).
- 4.To understand the practice of strategy research, including extensive use of on-line library databases, journals and company web-sites.
- 5.To understand the impact of managerial ethics and corporate culture on the strategic management and long term survival of organizations.

Requirements of course:

All communication, instructions, assignments, exams, feedback, etc. will utilize eCollege. An individual's personal email address (other than the one assigned by the university; will NOT be utilized for communication, instructions, assignments, exams, feedback, and activity in this course and class. Instead we will use the Virtual office within the course in eCollege and the email address as assigned by the university will be the forum for communication.

Due Dates and Late Assignments

All assignments and papers are due on the assignment day and must be turned in to the respected week's assignment dropbox by 11:59pm on date as designated in each Week's assignment instructions. Assignments are late if not submitted on the due date and designated time. No exceptions or extensions are given for the scheduled due dates regardless of reasons (including personal, illness, medical emergencies, etc, so plan and organize accordingly). If not submitted on time or prior to or on the due date they will not be graded and accordingly zero points will be assigned to that assignment. The Summary Activity –Exam is due on Friday, May 10th at 11:59pm without any exceptions and/or extensions.

Turning in assignments during the course:

Unless instructed to do so later in the term, assignments must be turned into the respected week's dropbox by 11:59pm on the designed date as specified in the assignment instructions. All assignments should follow the formatting instructions presented below. When providing feedback on assignments and reporting grades, the instructor usually reports grades on a feedback scorecard one week following their submittals. This week period is needed to provide the instructor an adequate amount of time to read thoroughly each assignment submission. Each assignment will have a minimum of full text page requirement (from top to bottom margin of the page) which is explained and expanded on with the assignment's rubric which is in the Document

Sharing files. Instructor does not utilize the grade book in eCollege but instead a scorecard form that allows detail feedback – an example of which will be provided in the first week of class.

When you submit your assignment in the dropbox, eCollege will give you a notification of successful completion. eCollege will reflect the date and time of your submittal. You can check whether your submission is available for my viewing by clicking on the dropbox; then go to the student frame and enter your name and you will see the same date and time of your submission that I see. This eliminates the need to inquire of me “did you receive the posting of my assignment.”

All assignments will be reviewed by the research tool Turnitin.

My cut-off acceptance is less than 25%. **If your submittal reflects a Turnitin percentage higher than 25%, then the assignment will be viewed and graded as a plagiarism submittal.** Accordingly you should avoid any cut and paste and write your assignment in your own words. Avoid multiple words and continual words within a phrase, sentence, or paragraph which will activate the Turnitin indicator of use of other authors or sources copyrighted work. To review your work and the percentage calculation, post your submittal earlier than the cut-off date and time. It will reflect the percentage. Therefore, if you have a high percentage you can rework and replace sentences, etc. into your own words. Then, post your assignment again prior to the cut-off date and time. **Instructor will grade the last posted submittal prior to the cut-off day and time.** Any submittal posted after the cut-off date and time will not be graded and accordingly assigned zero points. Thus, submit early instead of waiting until the “last minute.”

Style and format for assignments:

Use the following guidelines for all assignments that will be turned in to the instructor during the course except the discussion responses. A minimum of 20% of the total potential points will be taken off for not following the below format requirements. Also the Unsatisfactory column within the Rubric which will automatically begin the grading process if submittal is not in APA format. The assignment submittal must be:

Typed (word processed)

Margins: one inch on the top, bottom, and both right and left sides

Spacing: double-space

Font: Times New Roman 12-font

Page size = letter; Use a standard 8-1/2 by 11 inch paper format

APA 6th Edition Format (Any Web site will provide examples, particularly the references page)

Appendix

APA was the format required in your Research 595 course. If you have not taken Research 595 or do not know APA report writing it would be in your best interest to drop this course and immediately take Research 595.

Course Policy for Drops and Incomplete Grades:

Please check with the Registrar for the date that you can drop and receive a Q grade. Otherwise, students will receive a grade in the course regardless of status of completion.

Students often believe that Internet courses are independent study courses and that they can work at their own pace throughout the course. Although the schedule will provide some flexibility and does not require physical class attendance (or commuting to and from class), student discipline to meet due dates for the daily participation and course assignments, cases and the Summary Activity-Final Exam are required. We will move quickly and intensely throughout this course so be prepared to dedicate a minimum of seven hours per week of your life between now and May the 10th.

Incomplete (I reserved for Thesis and Dissertation courses and X) grades will not be assigned in this course.

**This is graduate level study and research so there is no such thing as make-up, redoing or resubmitting an assignment or additional credit work. One or both of the following is applicable. As an employee of your professional organization of products and services; the organization expects quality, accountability and responsibility in your performance; thereby, the same expectation and standards are applicable to all work in this course. As a consumer of products and services you expect quality, reliability, and functionally; thereby the same expectation and standards are applicable to all work in this course. And this also applies to submitting your assignment in the appropriate week and assignment dropbox. Submitting an assignment in the wrong dropbox indicates that a student is not following instructions and/or not diligent in their work habits and reflects on the quality of their work.

Academic Honesty

Academic honesty is highly valued at the Texas A&M University – Commerce. You must always submit work that represents your original words or ideas. If any words or ideas used in a class posting or assignment submission do not represent your original words or ideas, you must cite all relevant sources and make clear the extent to which such sources were used. Words or ideas that require citation include, but are not limited to, all hard copy or electronic publications, whether copyrighted or not, and all verbal or visual communication when the content of such communication clearly originates from an identifiable source. Please see the Texas A&M University – Commerce Graduate Catalog for more information about academic honesty, including consequences of academic dishonesty.

Course Text:

Students will need the below texts for this class. Because this course provides a comprehensive and practical introduction to management strategy and change it necessitates the texts. Earlier and later editions of these texts are not acceptable substitutes for the below.

Management Text selection and/or Required Readings:

Blue Ocean Strategy, by Kim, K. C., & Mauborgne, R. (2005, HBS Publishing); and The World is Flat, by Friedman, T.L. (2007, Picador),

Additionally, if you are not familiar with APA style of writing, you will need the following text. (Many undergraduates have never been exposed to APA). Publication Manual of the American Psychological Association: Sixth Edition (Commonly referred to as the APA Manual, 6th Edition). It can be found online as well as in any book store and the University book store.

APA writing style is the standardized writing format for all written assignments for Graduate work for any graduate institution of higher learning that is offering both a value and quality program. Accordingly this style (APA) is required for ALL written assignments for this course. In addition, the style will be required for all additional graduate courses; and was specifically required for Research 595.

Additional Recommended Readings:

You must read the mainstream press (Economist, Wall Street Journal, Forbes, Fortune, and Financial Times) to stay current with organizational change news. You should also listen to business news and informational shows on the radio and television, to deduct and observe the drama being played out on the stage of the global economy and the continuing transformation that is taking place. It is expected to see the above sources, both in the reference pages as well as citations throughout the assignment submissions. In effect, use these research sources.

Requirements, Rubrics and Examples:

The course material will be organized around 2 week assignment-topics, 4 cases, an Organization Development Plan, and/or participation as posted in the discussion folder for five separate weeks and a Summary Activity-Final Exam. Some discussion questions may be slightly more heavily weighted in the grading than others i.e. Each weekly assignment will include reading assignments, and/or a written assignment or as a discussion question.

The written assignments will relate to the concepts in the text and/or other provided sources of reference, and possibly some personal applications of the concepts, and/or a contemporary or controversial project associated with the lesson. The specific

weekly Participation by way of the discussion requires application of content. A few sentences do not meet the requirements of participation in applying thought deduction to the question as posted. Please note example of posting of Discussion and review the Discussion Rubric in the document sharing files. A minimum page limit will be strictly enforced for the written assignments, Research paper-Topics Assignment Personal Development Plan, Cases and Summary Activity-Final Exam. The minimum page length requirement provides for adequate research and written comprehension on the written assignments, Research Paper, Organization Development Plan, Cases and Summary Activity-Final Exam. Please note the examples of a case and discussion as well as their respective rubrics in the document sharing files. Also, please review thoroughly and intently the Rubrics for the Cases, Research Paper-Topics, Organizational Development Plan and Summary Activity-Final Exam as these rubrics will have the specific columns of grading (points eligibility) which begin with the minimum pages required for each related assignment.

CASES:

Each student will be required to submit a minimum 5 FULL page double-spaced type-written case analysis (TEXT only) on Cases 1-4. To guide you in your case analysis, be sure to read the appropriate chapters. These cases will place you in an executive position responsible for making a decision based on the limited information make available. You will not be graded on whether the answer is correct (or was the same as the author) but instead how well you support the rationalization and justification for your decision. Case assignment turn-in for Cases I, II, III and IV will be at 11:59PM in eCollege on the specific date as given in the assignment instructions. **Please review example of a case and the rubric for cases in document sharing files.**

Research Paper- Topics

These will be evaluated on the basis of your application of the concepts//theories from the readings in the text, research and Document Sharing files in addition to the applicability of the supplementary data/information that is included from outside research sources. Must have a minimum of 5 full text pages with a minimum of 4 references (two of which must be our texts) in the reference page. Please review the Rubrics in the Document sharing files for Research paper -Topics.

Participation/Discussion

This is related to class discussions by way of online discussions. A question will be posted in five of the weeks of this course. A common question is how many postings or replies are required? The number is not the criteria but I would at a minimum expected a primary posting “directly to me” with each student providing a response to the question posted. I am not looking for “threading” or class interchange. I am seeking your comments, thoughts, application on the topic that has been presented. In addition, it is my expectations that the posting has a quality of content; not simply “I agree.” Your position or opinion must be supported with criteria and thought with application. Also, I look at each Weeks postings as a unique assignment. **So eligibility for posting for a Week’s discussion concludes at 11:59pm on that respective Sunday.** [Each week of a discussion posting has a potential point value of 2 points]. So there is not such “thing” as catching up at the end of the course.

The “Clock” begins at 8:00am on the Monday of the beginning of the Week that has a discussion question(s) and ends at 11:59pm on Sunday of that same week. This eliminates the poor quality of multiple postings that are provided in a very few days at the end of the term. Examples of postings or replies that do not receive any value include: postings that simply copy from a source with no commentary or justification, “me too” or “I agree” posting or replies without explanation, current event topics or “cooler talk” that is not very related to the course content. **Discussion posting require reference notation. Please note example and rubric for discussion in the document sharing files.**

ORGANIZATIONAL DEVELOPMENT PLAN: Organization that Needs Transforming. Organization assigned by the instructor. The organization will be assigned on January the 30th utilizing a drawing process. The drawing process will be as follows: Numbers equal to the number of the students enrolled in the class will be extracted from a “hat” by the Administrative Assistant for the Department of Marketing and Management. After the recording of the number, the Administrative Assistant for the Department will then extract an organization from other “hat.” This organization selected will be assigned to the number previously drawn. And the process will continue until all numbers from the “number hat” has been drawn and an organization has been recorded for each number drawn. Then the instructor will take the number on the student roster and the number which the student has on the student roster will be the corresponding number which has been drawn and accordingly been given the organization which has been drawn for that number. An email with the student’s individual scorecard as an attachment will be sent to the student’s university email on January the 30th. **The organization assigned will be listed next to the Organizational Development Plan line item within the scorecard.** The paper must use APA style and have a minimum of 10 pages (full page text from top to bottom margin – these pages are in addition to the Cover page, Table of Contents page, Abstract page, Reference page and Appendix page) with a minimum of 8 references in the reference page. Please see Organization Development Plan rubric requirements in the document sharing files. The OD Plan is for an organization that needs to be transformed. You will find the information needed for completion of this assignment from research in database resources, company’s quarterly “Analyst Call”, 10K and 8 Q as well as published articles in business periodicals. It would be very informative as well as most applicable to interact as an internal or external consultant with members of the organization’s leadership team. These **“interviews” can be conducted with a brief online survey and/or telephone discussion and the results should be included within the Appendix of the submittal.**

Summary Activity

The Summary Activity will serve as a take-home final exam for the class. Summary Activity will be essay and comprehensive. Each question will have a minimum 4 page requirement of 4 FULL pages (from top to bottom of margin) TEXT. There will be at least 5 questions. Therefore by extension the Summary Exam will be a minimum of 20 pages of text from top to bottom of margin. The Rubric Summary Activity-Final Exam will have the specifics as to standards, requirements and expectations for the submittal of the Summary Activity. It will be due on Friday, May the 10th (the last day of the class) by 11:59pm. No exceptions and/or extensions will be granted for any reasons because of the length of time that has been given for its completion. It will be posted in the Week Seventeen Assignment folder on May the 6th, no sooner or later; so

students should plan their schedules for the time period May the 6th – May the 10th accordingly.

Point Values for the Course Assignments:

ASSIGNMENTS	Due	Points
Individual		
Cases		
Case I - Week Two -	January 27	10
Case II -Week Four -	February 10	10
Case III - Week Six -	February 24	10
Case IV -Week Ten-	March 24	10
Topics		
Week Five	February 17	10
Week Seven	March 3	10
Organization Development Plan- Week Fourteen	April 21	10
Participation (Discussion question – (2.0 points Week)	Weeks 3, 8, 11, 12, and 15	10
Week Seventeen Summary Activity – Final Exam	Week Seventeen – May 10	20
Total		100

The instructor does not “grade on the curve.” The instructor does not recognize the sometimes expectations of students that grades and/or a certain grade are an entitlement. Instead, the instructor’s philosophy is a student’s grade is earned based on his/her performance.

How points and percentages equate to grades

89.5-100	A
79.5-89.4	B
69.5-79.4	C
59.5-69.4	D
<59.5 - 0	F

Tentative Schedule:

Lesson	Assignment Day/date	Due Date
Week One Introduction and Syllabus Review	Monday, January 14	Sunday, January 20
Week Two Case I	Monday, January 21	Sunday, January 27
Week Three Discussion	Monday, January 28	Sunday, February 3
Week Four Case II	Monday, February 4	Sunday, February 10
Week Five Topic	Monday, February 11	Sunday, February 17
Week Six Case III	Monday, February 18	Sunday, February 24
Week Seven Topic	Monday, February 25	Sunday, March 3
Week Eight Discussion	Monday, March 4	Sunday, March 10
Week Nine Spring Break. No assignments	Monday, March 11	Sunday, March 17
Week Ten Case IV	Monday, March 18	Sunday, March 24
Week Eleven Discussion	Monday, March 25	Sunday, March 31
Week Twelve Discussion	Monday, April 1	Sunday, April 7
Week Thirteen	Monday, April 8	Sunday, April 14
Week Fourteen	Monday, April 15	Sunday, April 21

Organization Development Plan		
Week Fifteen	Monday, April 22	Sunday, April 28
Discussion		
Week Sixteen	Monday, April 29	Sunday, May 5
Week Seventeen	May 6	Friday, May 10
Summary Activity-Final Exam		

Instructor Bio

Dr. Lloyd M. Basham, Assistant Professor, Department Head, Marketing and Management

My practical experiences are as an early corporate America executive retiree with 30 years of corporate background including global and international responsibilities. These associations were with Fortune 100 firms in the Computer/Telecommunications -Motorola and Nortel - and Security/Risk and Financial Services -The Pittston Company- industries in various executive positions both in financial and operational capacities. Presently I am founder/President of a consulting firm LMB LLC. The practice offers financial and management services for organizations experiencing change and need assistance with process changes, structural development, and strategic direction as well as assisting start-up ventures with the development of business plans. Recent clients include a Fortune 400 firm with a Lean Sigma initiative project as well as merger and acquisition endeavor and a NASDAQ firm with a business development (marketing strategy) project. The firm's offerings to higher education include: Development of courses and curriculum for the marketing and management department. Management of the members of the faculty for the department of marketing and management, Graduate faculty status as well as graduate faculty instruction in business courses with accredited institutions of higher learning; affiliation with Texas A&M University-Commerce as Executive Director of President's Cabinet, Chairman of Foundation Board, Advisory Board member for the College of Business and Entrepreneurship and drafter/developer of a co-education agreement between TAMU-Commerce and China University Geosciences Beijing China (CUGB). Have lectured in Beijing, China on the benefits/practices of doing business with an American firm. Assisted Chinese venture firm in the development of a business plan and obtainment of a loan to provide products/services during the 2008 Olympics. Obtained an Ed D in Organizational Leadership which was confirmed in May 2010 from Texas A&M University-Commerce. Dissertation was Presidents as Transformation or Transactional Leaders in Higher Education. Graduated from East Texas State University with a BBA in Accounting and MBA in Marketing/Management. In addition, have a MA in International Management from the University of Texas at Dallas. My instructing experiences began as a graduate teaching assistantship while pursuing my MBA. The

courses were in Introductory Accounting I and II. Post-graduation, while an officer in the USAF, taught Immediate Accounting courses at night at local universities and on assigned military base accredited affiliations. Received initial online instructional experience as a member of the faculty for the University of Phoenix in 2002 with approval and experience in teaching online graduate courses in Organization Leadership and Change Management, Marketing Management and Management. Also approved and experienced in teaching on premise undergraduate courses in Critical Thinking and Decision Making and Marketing. In addition have taught, since 2002, on premises and online undergraduate and graduate classes as a Professor at Texas A&M University-Commerce. Currently Department Head, Assistant Professor for the Department of Marketing and Management in the College of Business and Entrepreneurship. These classes have been in Entrepreneur Strategy, Strategy Management, Operations Management, Introduction to Business Finance, Marketing, Distribution Management for Global Markets, Transforming Organizations, Managing on the Edge, Executive Development, Marketing Management, Marketing Environment and Operations and Organizations. Developer of EMBA 535-Executive Decision Making and EMBA 555, Executive Coaching and first instructor to instruct original co-hort group with these particular courses. In the Fall 2011 instructed Marketing Management at the International Institute for Higher Education in Morocco. Currently have published in five separate journal articles related to the leadership within higher education as related to university presidents.