Texas A&M University-Commerce
MGT 439-01E: Business Strategy

COURSE SYLLABUS

COURSE INFORMATION
MGT 439-01E: Business Strategy
Spring 2013 - 3 Credit Hours

Professor / Instructor Contact Information/Bio
Mary Anne Doty, Marketing Instructor
BA 211
Office phone: 903-886-5703; fax: 903-886-5702
Office hours – face to face Wednesdays 4:30-5:30 pm or by appointment
Online office hours MWF 10 – 11 am
MaryAnne.Doty@tamuc.edu

Mary Anne Doty has been a faculty member in the Department of Marketing and Management, College of Business and Technology, at Texas A&M University-Commerce since 2003. Over the past 28 years she has taught undergraduate business courses at the Universities of Arizona, Kentucky and Maryland, as well as at Eastern Kentucky University and Southern Methodist University. A generalist, Professor Doty has taught courses in Business Strategy, Marketing, Retail Management, Advertising and Promotions, Sales, Product Management, Entrepreneurship, Channels of Distribution, Sports Marketing, and Global Consumer Behavior. Mrs. Doty received her MBA and was all but dissertation (ABD) for a Doctorate in Business Administration from the University of Kentucky.

In addition to her teaching experience, she has been a marketing consultant and has worked in event planning and political marketing. Professor Doty performs market research, develops strategic plans for new product launches, and does competitive analysis in her consulting work. Previous clients included Texas Instruments, Raytheon Corporation, Analog Devices, Inc, Nortel Networks, and the Texas AWWA. Mrs. Doty continues to work with industry as a consultant / provider of executive education programs.

Materials – Text

copies at a reduced price online. Do not substitute the more expensive version (Concepts and Cases) or any older versions.

Course Description
This course provides a business capstone for the study of the overall functioning of various types of organizations. This course includes a brief study of strategic planning including mission statement development, analysis of external environments and internal organizational factors, development of strategic alternatives, selection of appropriate alternatives, implementation of strategies, and competitive strategies and dynamics. Special emphases are given to the integration and coordination of the functional areas within the enterprise. The case method and/or a business simulation will be used to provide practical experience in analysis and decision making in the solution of business problems.

Goals / Rationale of the course:
- We will be meeting most Monday evenings, with ongoing assignments. It is important that you keep track of all deadlines for exams, cases, and projects.
- Curriculum includes readings, case analysis, PowerPoint presentations and practice quizzes to help students apply the theory to actual business situations. You are expected to keep up with the readings and cases.
- In addition to mastering the course content, you will apply strategic concepts to the team projects, and work cooperatively with your team members.
- Exams will be grouped in two modules: CH 1-5, worth 150 points (January 16-March 16); and CH 6-11, worth 150 points (March 20 – May 8).

Course Outcomes/Objectives
This course aims to improve student understanding of concepts, principles, problems and applications of strategy. After completing this course:

1. 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.
2. Students will apply business strategy concepts and the strategic management process to current company and industry situations through case analysis and presentations.
3. Students will develop a personal strategic plan with job search strategies, career analysis and long-term career plans.
4. Students will demonstrate personal communication and project management skills through a team project.
TECHNOLOGY REQUIREMENTS
The following technology is recommended to be successful in this web-enhanced course: Internet connection – high speed recommended (not dial-up) and Word Processor. Additionally, the following hardware and software are necessary to use eCollege:

Our campus is optimized to work in a Microsoft Windows environment. This means our courses work best if you are using a Windows operating system (XP or newer) and a recent version of Microsoft Internet Explorer (6.0, 7.0, or 8.0). Your courses will also work with Macintosh OS X along with a recent version of Safari 2.0 or better. Along with Internet Explorer and Safari, eCollege also supports the Firefox browser (3.0) on both Windows and Mac operating systems.

It is strongly recommended that you perform a “Browser Test” prior to the start of your course. To launch a browser test, login in to eCollege, click on the ‘myCourses’ tab, and then select the “Browser Test” link under Support Services.

COURSE REQUIREMENTS

Exams: (30% of total course grade)

Closed book exams will cover the required textbook reading and the content of the powerpoints. Exams consist of 75 multiple-choice questions (worth 2 points each for 150 points/exam), with 65 minutes allowed to complete each exam. Both exams will be given during class time on the Wednesday listed on the syllabus. Midterm Exam (CH 1-5) is on Wednesday, March 6; Final Exam (CH 6-11) is on Wednesday, May 8.

Career Assignment (15% of total course grade)

The Career Assignment will be an opportunity to apply some strategy principles to your personal career goals. Students in this class typically graduate during the term they are taking the course. Although some students already have jobs, they may be considering a change. And those with jobs that they do not anticipate leaving in the near future often find they are on the "small" end of a merger/acquisition or in some other way decide it is time to make a change during the next couple of years.

This assignment will facilitate and encourage students to begin preparing for their next job or career change. You will be using the Career Services /Career Development Office located in the new One Stop Student Access and Success Center. **This assignment is due on Wednesday, February 20.** You will upload the assignment to the Dropbox labeled “Career Assignment”.

Industry/Company Assignments (30% of total course grade)

The team project will begin during Week 2 when you select an industry to thoroughly research the current competitive structure and market forces within the industry. At the completion of Part I, each team member will research a major company within the industry, tracing their historical strategic position and making recommendations for future decisions.

**Assessment Method:** Papers will be graded on the comprehensiveness of the assignment (i.e. covering every element in the assignment), quality of research (using appropriate sources, objective sources), thoroughness of research (quantity of sources), quality of writing, and incorporation of strategy terms.
and concepts in the paper. At the conclusion of Part I, team members will also grade each other on the quantity and quality of their contributions. If a team member is not responsive to team members’ communication, or if they fail to deliver work on time, the team has the right to “fire” that member from the group. See grading rubric at the end of this syllabus

**Case Analysis (15% of total course grade)**

You will be reading (or viewing), analyzing and submitting three individual written cases during the semester. The purpose is to demonstrate your understanding of the concepts in the readings by applying them to a real-life case situation. There will be several questions to guide the discussion. **Case I is due in class on February 13; Case 2 is due in class on April 3; Case 3 is due in class on April 24.**

**Library Tutorial (5% of total course grade)**

Because the ability to research an industry and company is such an essential skill, we will complete a library tutorial assignment in class (on January 30) to make sure you are prepared for the Industry/Company paper.

**Quizzes: (5% of total class grade)**

There will be a Core Concept quiz over key terms that will be covered in the textbook. I will give you a list of terms to study about 2 weeks before the quiz on Tuesday, April 16 or Wednesday, April 17.

There will also be true/false quizzes which do not affect your grade. These quizzes are a study tool to give you quick feedback about what you understand from the readings. Once you have read the chapters, and reviewed the Power Point presentations, the quiz will help you identify areas that need further review.

**Grading**

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<th>Total Points Possible for Semester = 1000</th>
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<tbody>
<tr>
<td>900-1000 = A</td>
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<tr>
<td>800-899 = B</td>
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<tr>
<td>700-799 = C</td>
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<tr>
<td>600-699 = D</td>
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<td>0-599 = F</td>
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<tr>
<th>Weights for Assessment</th>
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<tbody>
<tr>
<td>Core Concept Quiz</td>
<td>5%</td>
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<tr>
<td>Exams (2 @ 150 pts each)</td>
<td>30%</td>
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<tr>
<td>Cases (3 @ 50 points each)</td>
<td>15%</td>
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<tr>
<td>Career Assignment</td>
<td>15%</td>
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<tr>
<td>Industry/Company Project (150 pts each)</td>
<td>30%</td>
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<tr>
<td>Library Assignment</td>
<td>5%</td>
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ACCESS AND NAVIGATION

Access and Log in Information
This course was developed and will be facilitated utilizing eCollege, the Learning Management System used by Texas A&M University-Commerce. To get started with the course, go to: https://leo.tamuc.edu/login.aspx.

You will need your CWID and password to log in to the course. If you do not know your CWID or have forgotten your password, contact Technology Services at 903.468.6000 or helpdesk@tamuc.edu.

COMMUNICATION AND SUPPORT

Interaction with Instructor Statement
Email is the best way to contact me. I generally check my email several times each day and most questions will be answered within 24 hours. My replies will be sent to your myLeo email address.

If you have a question that affects the entire class, the Virtual Office is a better way to clarify the answer. That way I can explain myself once instead of answering the same question multiple times. Always check your home page for Announcements when you login. I expect students will check their email daily and login at least 3 times per week. If you don’t respond to emails or login over a prolonged period (10 days), or if you miss 2 consecutive classes without an explanation, I will assume you intend to drop the course.

Student Support
Texas A&M University-Commerce provides students technical support in the use of eCollege. The student help desk may be reached by the following means 24 hours a day, seven days a week.
- **Help:** Click on the ‘Help’ button on the toolbar for information regarding working with eCollege (i.e. How to submit to dropbox, How to post to discussions etc…)
- **Chat Support:** Click on ‘Live Support’ on the tool bar within your course to chat with an eCollege Representative.
- **Phone:** 1-866-656-5511 (Toll Free) to speak with eCollege Technical Support Representative.
- **Email:** helpdesk@online.tamuc.org to initiate a support request with eCollege Technical Support Representative.

COURSE AND UNIVERSITY POLICIES

Academic Honesty Policy

All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment.

One problem that frequently comes up on assignments is plagiarism. Texas A&M University-Commerce does not tolerate plagiarism and other forms of academic dishonesty. Conduct that violates generally accepted standards of academic honesty is defined as academic dishonesty. "Academic dishonesty" includes, but is not limited to, plagiarism (the appropriation or stealing of the ideas or words of another and passing them off as one’s own), cheating on exams or other course assignments, collusion (the unauthorized collaboration with others in preparing course assignments), and abuse (destruction, defacing, or removal) of resource material. All projects will be turned in through "Turnitin.com" to screen for plagiarism. THE PENALTY FOR CHEATING AND PLAGIARISM IS AN F IN THE COURSE.
All students must download the College's Statement on Academic Honesty, sign it, and return it.

**Drop a Course**
A student may drop a course by logging into their myLEO account and clicking on the hyperlink labeled 'Drop a class' from among the choices found under the myLEO section of the Web page. Wednesday, January 30 is the last day to drop a class with a 100% refund. March 29 is the last day to drop a class with no refund. Friday, April 26 is the last day to Withdraw from all classes (no refund).

**Incompletes**
Incompletes are only given when a student has completed all work up to the last 3 weeks of the term, and has an extenuating circumstance. Students only have access to the eCollege course for two weeks following the final day of the term. Therefore, incompletes are rarely given.

**Administrative Withdrawal**
Students who do not attend the first 2 classes, or stop attending classes may be administratively dropped from the class.

**ADA Statement**

**Students with Disabilities:**

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 132
Phone (903) 886-5150 or (903) 886-5835
Fax (903) 468-8148
StudentDisabilityServices@tamu-commerce.edu
Student Disability Resources & Services

**COURSE OUTLINE**

**Week 1 (Jan 16)** Read Chapter 1: What is Strategy and the Strategic Management Process. Submit a current copy of your resume to the dropbox and begin the Career Assignment, due Wednesday, February 20.

**Week 2 (January 23)** Read CH 2: Evaluating a Firm’s External Environment. Take practice quiz over CH 1 and 2 to assess your learning. Form teams to select a topic and research an industry for Part I.

**Week 3 (January 30)** The Library Tutorial for research on team industry papers, will be done in class (50 points).
Week 4 (February 6). Read Chapter 3: Evaluating a Firm’s Internal Capabilities. Begin Case 1, due February 13.

Week 5 (February 13). Read Chapter 4: Cost Leadership. **Submit Case 1 (worth 50 pts) in the dropbox before class and be ready to discuss.** Continue work on industry paper & Career Assignment.

Week 6 (February 20). **No class in Commerce tonight. The Career Assignment (worth 150 points) is due on Wednesday, February 20 by 10 pm.** Continue working on industry paper, due next Wednesday.

Week 7 (February 27). Read Chapter 5: Product Differentiation. **Team industry papers (worth 150 points) are due in the dropbox before class.** Teams will present in class after the lecture. Take Practice Quiz over CH 3,4,5.

Week 8 (March 6). **Midterm Exam (worth 150 points) over CH 1-5.**

Week 9 (March 20). Read Chapter 6: Vertical Integration and Chapter 7: Corporate Diversification. Begin Part 2 on individual companies in your industry.

Week 10 (March 27). **No Class in Commerce tonight.** Take practice quiz of CH 6 and 7 online. Continue research on your company.

Week 11 (April 3). Read Chapter 8: Organizing to Implement Corporate Diversification. **Submit written Case 2 (worth 50 points) in the dropbox before class and be ready to discuss in class.**

Week 12 (April 10). Read Chapter 9: Strategic Alliances and Chapter 10: Mergers and Acquisitions. Take practice quiz over CH 8 and 9. Also study for next week’s Core Concept Quiz.

Week 13 (April 17). **No Class in Commerce tonight. Core Concept Quiz on Tuesday, April 16 or Wednesday, April 17.** Continue working on the Individual Company paper, due May 1.

Week 14 (April 24). Read Chapter 11: International Strategies. **Submit Case 3 (worth 50 points) in the dropbox before class and be ready to discuss in class.** Prepare for presentations on individual companies next week. Take practice quiz over CH 10 and 11.

Week 15 (May 1). **Individual Company Papers (worth 150 points) are due in Dropbox before class. Papers will be presented in class.**

Week 16 (May 8). **Final Exam over CH 6-11 is worth 150 points.**
### Career Assignment Rubric

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<tr>
<th>Criteria</th>
<th>1</th>
<th>2</th>
<th>3</th>
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<tbody>
<tr>
<td>Comprehensiveness</td>
<td>Significant portions of the paper are ignored or simply mentioned; Paper is more of an outline than a fully developed assignment</td>
<td>Most elements are covered thoroughly; some are mentioned briefly</td>
<td>All elements are covered thoroughly and are well elaborated</td>
</tr>
<tr>
<td>Value-Added</td>
<td>Rarely or never enlightens with demonstrations of course concepts; Just “answers the question” without tying the answer back to strategic theory</td>
<td>Occasionally applies course concepts and terminology correctly, where appropriate</td>
<td>Frequently applies strategy concepts with a balance of description and analysis; Examples are original and correctly applied.</td>
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### Rubric for Team / Individual Projects

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<tr>
<th>Criteria</th>
<th>1</th>
<th>2</th>
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</thead>
<tbody>
<tr>
<td>Comprehensiveness</td>
<td>Significant portions of the paper are ignored or simply mentioned; Paper is more of an outline than a fully developed strategy.</td>
<td>Most elements are covered thoroughly; some are mentioned briefly</td>
<td>All elements are covered thoroughly and are well elaborated</td>
</tr>
<tr>
<td>Research</td>
<td>Meets the minimum requirements for number of sources; Source quality is insufficient (outdated, biased, lacking in expertise, or inappropriate for a college paper, such as Wikipedia).</td>
<td>Better than minimum number of sources; Most sources are recently published; a variety of viewpoints are represented (not merely taken from a corporate website or blog).</td>
<td>Exceeds expectations for quantity and quality of sources.</td>
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<tr>
<td>Incorporates strategy terms and concepts</td>
<td>Rarely or never enlightens with demonstrations of course concepts; Just “answers the question” without tying the answer back to strategic theory.</td>
<td>Occasionally applies course concepts and terminology correctly, where appropriate.</td>
<td>Frequently applies strategy concepts with a balance of description and analysis; Examples are original and correctly applied.</td>
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<tr>
<td>Writing style</td>
<td>Many grammatical or spelling errors in the paper. Distinct differences exist between sections written by different students. Research sources are not cited or are incorrectly cited.</td>
<td>Generally well-written and edited so that the document “speaks with one voice”; few errors in spelling or grammar. Most research sources are cited correctly.</td>
<td>Extremely well-written and edited. Team projects are written in one voice. Uses APA or MLA style correctly. Grammar and spelling are correct. All research sources are cited correctly.</td>
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