



**Texas A&M University-Commerce**  
MGT 439-02W: Business Strategy

## COURSE SYLLABUS

### COURSE INFORMATION

MGT 439-02W: Business Strategy  
Fall 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 Mondays 5:30 – 6:00 pm or by appointment  
Online office hours MWF 10 – 11 am  
MaryAnne.Doty@tamuc.edu

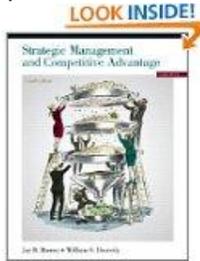
Mary Anne Doty has been a faculty member in the Department of Marketing and Management, College of Business and Technology, at Texas A&M University-Commerce since 2003. Over the past 29 years she has taught undergraduate business courses at the Universities of Arizona, Kentucky and Maryland, as well 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, and Nortel Networks. Mrs. Doty continues to work with industry as a consultant and a provider of executive education programs.

#### Materials – Text

***Strategic Management and Competitive Advantage: Concepts, (4<sup>th</sup> Edition) by Jay B Barney and William S Hesterly, 2012 (Pearson Publishing).*** ISBN is 9780132546348. The text is absolutely essential to succeeding in this course. The list price is around \$154 new, but you can also find used

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:

- This is an online course with weekly 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 cases as well as the team projects, and work cooperatively with your team members.
- Exams will be grouped in two modules: CH 1-5, worth 150 points (August 26 – October 17); and CH 6-11, worth 150 points (October 18 – December 9)

### 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

### Activities / Assessments

This syllabus lists the assignments and due dates you will need to stay on track.

### Exams: (30% of total course grade)

Closed book exams will cover the required textbook reading and the content of the powerpoints. Complete the exams online by accessing the eCollege exam tool. The exams will be timed and grades made available to students following the submission of the exam. If you lose Internet connectivity during the exam, log back in immediately and continue on with the exam. Save your answers often (every 5-10 minutes). If you experience any issues while taking the exam, you must contact the eCollege Helpdesk immediately so that your issue is documented with a helpdesk ticket number. Considerations regarding exam issues will be made by the instructor on an individual basis based on the documentation.

Each exam consists of 75 multiple-choice questions (worth 2 points each for 150 points/exam), with 65 minutes allowed to complete each exam. I will open the exam at 7 am on the assigned day, and close it at 11:30 pm. That means you must begin by 10:25 pm if you want the entire 65 minutes. Exams are closed book and individual. That means using your book or notes, or working with another student is considered cheating and is grounds for an F in the course. Exam I (CH 1-5) is on Thursday, October 17; Exam 2 (CH 6-11) is on Monday, December 9.

### Major Field Test – 10%

The ETS® Major Field Test for the Bachelor's Degree in Business contains 120 multiple-choice questions designed to measure a student's subject knowledge and the ability to apply facts, concepts, theories and analytical methods. Some questions are grouped in sets and based on diagrams, charts and data tables. The questions represent a wide range of difficulty and cover depth and breadth in assessing students' achievement levels.

This exam will be given three times during Week 11 (November 4-9) in three locations (Commerce, Rockwall and Dallas). Students will receive at least a month's notice of dates and locations, in order to find a place in their schedule to take this exam. If you know you will not be in North Texas during that week (for example if you are deployed in the military or live more than 90 minutes away from Commerce) it is your responsibility to notify your professor by October 7, so that an alternative administration site can be arranged.

All students who complete the exam will receive a minimum of 75%. Students whose scores are above 35% for at least 6 of the 9 subscores will receive 85%. Students whose scores are above 45% for at least 6 of the 9 subscores will receive 100%.

### **Individual 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.

To facilitate and encourage students to begin preparing for their next job or career change, some time will be included in this course. The assignment will be introduced in week 2. You will need to use the Career Services/Career Development Office (weblink provided). This assignment is due on Thursday, October 4. You will upload the assignment to the Dropbox labeled "Career Assignment".

### **Case Analysis (10% 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 1 is due on September 23; Case 2 is due on November 5.**

### **Industry/Company Assignments (40% of total course grade)**

The team project will begin during Week 3 when you select an industry to thoroughly research the current competitive structure and market forces within the industry. At the completion of Part I, the team will further divide into subgroups to research a major company within the industry, tracing their historical strategic position and making recommendations for future decisions. One member will submit the group paper (in its entirety) to the Dropbox. Be sure all names are on the first page, in alphabetical order.

**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. Team members will also grade each other on the quantity and quality of their contribution. 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

**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, November 19 or Wednesday, November 20.**

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**

**Total Points Possible for Semester = 1000**

900-1000 = A
800-899 = B
700-799 = C
600-699 = D
0-599 = F

<b>Weights for Assessment</b>	
Core Concept Quiz	5%
Exams (2 @ 150 pts each)	30%
Cases (2 @ 50 points each)	10%
Career Assignment	15%
Industry/Company Project (200 pts each)	40%
Total	100%

**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](mailto: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) then 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](mailto: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.

There are two problems that seem to come up in online classes. The first is students who attempt to cheat on exams. Exam questions are randomized in order, and a time limit is set. If you try to extend the time by claiming your computer was timed out before you can submit the exam, be aware that I can see how many questions you have answered and how long you were online.

The second problem 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. I will post instructions on this in Week 1.

### **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. September 11

is the last day to drop a course with 100% refund. October 31 is the last day to drop with a grade of Q. November 29 is the last day to withdraw from all courses for the semester (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 login during the first 12 days of the semester will be administratively dropped from the class. Students who stop participating for over 10 days, and do not answer emails from the instructor may also be administratively dropped.

**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**  
**Gege Library 132**  
**Phone (903) 886-5150 or (903) 886-5835**  
**Fax (903) 468-8148**  
[Student Disability Resources & Services](#)

**COURSE OUTLINE**

**Week 1 (August 26-September 1)** 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 Thursday, October 3.

**Week 2 (September 2-8)** Read Chapter 2: Evaluating a Firm's External Environment. Form Teams for the Team Project by Friday, September 6 or you will be assigned to a team. Take Practice quiz 1-2

**Week 3 (September 9-15).** Read Chapter 3: Evaluating a Firm's Internal Capabilities. Teams should have selected a topic and started researching the industry for Part I. Begin Case 1, due September 23

**Week 4 (September 16-22).** *Library Tutorial for research project.*

**Week 5 (September 23-29).** Read Chapter 4: Cost Leadership. Submit Case 1 to the dropbox by 10 pm on Monday, September 23.

**Week 6 (September 30 - October 6).** *Career Assignment is due on Thursday, October 3 by 10 pm.*

**Week 7 (October 7-13).** Read Chapter 5: Product Differentiation. *Industry paper is due in the dropbox by Wednesday, October 9.* Take practice quiz 3-4-5 for next week’s Midterm Exam.

**Week 8 (October 14-20).** *Midterm Exam (CH 1-5) is on Thursday, October 17 from 7am until 11:30 pm.*

**Week 9 (October 21-27).** Read Chapter 6: Vertical Integration. Begin Part 2, Company Strategy, due on Tuesday, December 3. Also begin Case 2, due November 5.

**Week 10 (October 28- November 3).** Read Chapter 7: Corporate Diversification and Chapter 8: Organizing to Implement Corporate Diversification. Take Practice quiz 6-7.

**Week 11 (November 4-10).** *Take Major Field Test (worth 10% of your grade) at one of the times announced. Case 2 is due Tuesday, November 5 by 10 pm.* Continue working on Company paper.

**Week 12 (November 11-17).** Read Chapter 9: Strategic Alliances and Chapter 10: Mergers and Acquisitions. Also study for next week’s Core Concept Quiz. Take practice quiz 8-9.

**Week 13 (November 18-24).** *Core Concept Quiz on Tuesday, November 19 or Wednesday, Nov 20.*

**Week 14 (November 25-December 1).** Read Chapter 11: International Strategies. Take practice quiz10-11 before final exam.

**Week 15 (December 2-8).** *Submit Company papers in the dropbox by Tuesday, December 3.*

**Week 16 (December 9-13).** *Final Exam (CH 6-11) worth 200 points is online on Monday, December 9 from 7 am – 11:30 pm.*

**Career Assignment Rubric**

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

## Rubric for Team Projects

Criteria	1	2	3
<b>Comprehensiveness</b>	Significant portions of the paper are ignored or simply mentioned; Paper is more of an outline than a fully developed strategy.	Most elements are covered thoroughly; some are mentioned briefly	All elements are covered thoroughly and are well elaborated
<b>Research</b>	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).	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).	Exceeds expectations for quantity and quality of sources.
<b>Incorporates strategy terms and concepts</b>	Rarely or never enlightens with demonstrations of course concepts; Just “answers the question” without tying the answer back to strategic theory.	Occasionally applies course concepts and terminology correctly, where appropriate.	Frequently applies strategy concepts with a balance of description and analysis; Examples are original and correctly applied.
<b>Writing style</b>	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.	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.	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.