

**Instructor Information**

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Office Hours: Tuesday Afternoons; Thursday from 10 am; or by appointment

Best way to communicate: Email or Phone

**REQUIRED TEXT AND MATERIALS**

1. Thompson, Peteraf, Gamble, and Strickland, "Crafting and Executing Strategy: The Quest for Competitive Advantage", 20th Edition, McGraw-Hill Education, 2 Penn Plaza, New York, NY, 10121

ISBN: 9781260087543

(Includes Text, Connect, eBook, and BSG Simulation)

**Note:** The eBook version of the text is issued with this package. Students may choose a loose leaf version of the text for an additional charge. This may be done via Connect with the access code provided when a student registers for the course. There are 3 options via the Connect site: 1) The loose-leaf text purchase option from the course home page, 2) the loose-leaf text purchase option from the library tab, and 3) the loose-leaf text purchase option from inside the eBook.

2. Thompson, et al., The Business Strategy Game (BSG), 2014 Edition; [www.bsg-online.com](http://www.bsg-online.com) (Subscription purchased with credit card at [www.bsg-online.com](http://www.bsg-online.com)).

**Note:** Students will need to purchase the BSG and enroll in Connect if they do not purchase the ISBN under 1 above.

**COURSE DESCRIPTION**

From the University catalogue: 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 environment 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 business simulation will be used to provide practical experience in analysis and decision making in the solution of business problems. Prerequisites: Senior standing; FIN 304, BA 302, MGT 305, 307, MKT 306.

**Expanded course description:** Unlike other business courses that concentrate narrowly on a particular function or piece of the business – i.e. accounting, finance, marketing, production, human resources, or information systems - Business Strategy is a big picture course. It cuts across the whole spectrum of business and management. The center of attention is the total enterprise—the industry and competitive environment in which it operates, its long-term direction and strategy, its resources and competitive capabilities, and its prospects for success. Throughout the course, the spotlight will be trained on the foremost issue in running a business enterprise: “What must managers do, and do well, to make the company a winner in the game of business?” The answer that emerges, and which becomes the theme of the course, is that good strategy-making and good strategy-execution are the key ingredients of company success and the most reliable signs of good management. The mission of the course is to explore why good strategic management leads to good business performance, to present the basic concepts and tools of strategic analysis, and to drill in the methods of crafting a well-conceived strategy and executing it competently. Students will be called on to probe, question, and evaluate all aspects of a company’s external and internal situation. Students will evaluate a company’s standing in the marketplace and its ability to go head-to-head with rivals, learn to tell the difference between winning strategies and mediocre strategies, and become more skilled in spotting ways to improve a company’s strategy or its execution. In the midst of all this, another purpose is accomplished: to synthesize what has been learned in prior business courses. Dealing with the grand sweep of how to manage all the pieces of a business makes strategic management an integrative, capstone course in which students reach back to use concepts and techniques covered in previous courses. For perhaps the first time students will see how the various pieces of the business puzzle fit together and why the different parts of a business need to be managed in strategic harmony for the organization to operate in a winning fashion.

## COURSE OBJECTIVES

**Knowledge Objectives.** This course aims to improve student understanding of the concepts, principles, problems, and applications of strategy. A student who has completed this course will be able to:

1. 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. Apply business strategy concepts and the strategic management process to current company and industry situations through case analysis and presentations
3. Demonstrate personal communication and project management skills as evidenced through a team managed business simulation.
4. Demonstrate problem solving skills through case analyses.

5. Think strategically at functional, business, corporate, and international levels.

**Course Learning Outcomes.** Outcomes for students to successfully complete this course include:

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

**Class Meeting:** T-Th, 2:00-3:15

**Class Location:** BA 257

**Teaching Method:** Lecture, case studies, pre-recorded and live sessions, discussions

## **GLOBAL COURSE**

This course has been selected as a Global Course – tied to the Quality Enhancement Plan (QEP). Texas A&M University-Commerce QEP seeks to prepare students for an interconnected world. In relation to the QEP, students completing this course will be able to (LO1) demonstrate knowledge of the interconnectedness of global dynamics (issues, trends, processes, and systems), (LO2) apply knowledge of the interconnectedness of global dynamics, and (LO3) view themselves as engaged citizens within an interconnected and diverse world.

For this course, MGT 439 Business Strategy, the first individual case study where students will be able to examine specific global business situations will be used. The case will focus on situations which require an examination and understanding of global dynamics. **The case analysis product will be graded and returned to each student to be included in their ePortfolio. (To access the student ePortfolio, go to myLeo (<https://leo.tamuc.edu>) and log onto your account. Then go to the ManeSync tab.)**

**MAKE-UP POLICY:** Unless there is an officially documented reason for missing an exam, no make-up exams will be given.

**COURSE COMMUNICATION:** Most of our communication will be in class. However, students should regularly check their e-mail and eCollege for class information. The primary mode of communication in this class (outside of meeting times) will be e-mail messaging. Students should also check the eCollege platform for announcements, to access the course documents via Doc Sharing, and to post comments in the student lounge. All audio and video files will be uploaded to eCollege.

**CASES:** Cases are a major part of this course. They will be used to integrate the material you were exposed to in your previous classes and some new material you are going to be exposed in this class. You have to read the assigned cases thoroughly and must answer the related assigned questions. The case method is intended to lead us to a debate. During this debate, sometimes we will reach a consensus while other times a single “right answer” may not emerge. The idea is not always to find the right answer but the reasoning process we adopt in our analyses.

## GRADING PLAN/PERFOMANCE EVALUATIONS

The course grade will be based on the following components and percentage allocations:

1	Performance on the BSG exercises (including quizzes, Post Simulation exam, and the peer evaluations							15%
2	First Written Case Assignment							15%
3	Second Written Case Assignment							15%
4	Mid-term Exam on Chapters 1-5/assigned readings							15%
5	Final Exam on Chapters 6-12/assigned readings							15%
6	Completion of Connect Learning assurance Exercises for assigned Chapters in the text							10%
7	Core Competency Exam (CCE)							10%
8	Class Participation							5%
						Total		100%

**Note:**

The instructor reserves the right to modify/change course requirements as circumstances dictate. For example, the instructor may wish to change the number and frequency of exams or other assignments if unexpected changes in the class schedule occur. If such a modification is needed, you will be notified by e-mail or through the course Web site.

## COURSE REQUIREMENT DETAILS (See the COURSE PLAN for dates)

### BSG Simulation: (15% of total course grade)

In The Business Strategy Game, 1 to 5 class members are assigned to operate an athletic footwear company that produces and markets both branded and private-label footwear and competes head-to-head against footwear companies run by other members of the class. As many as 12 companies can compete in a single industry grouping. The companies compete in a global

**GLB/Business Strategy  
Spring 2018**

market arena, selling in four geographic regions—Europe-Africa, North America, Asia-Pacific, and Latin America.

The co-managers of each company are responsible for assessing market conditions, determining how to respond to the actions of competitors, forging a long-term direction and strategy for their company, forecasting upcoming sales volumes, and making decisions relating to:

- Production operations (up to 10 decisions for each plant, with a maximum of 4 plants)
- Upgrading plants and expanding/reducing plant capacity (up to 6 decisions per plant)
- Worker compensation and training (3 decisions per plant)
- Shipping and inventory management (up to 8 decisions each plant/geographic region)
- Pricing and marketing (up to 10 decisions in each of 4 geographic regions)
- Bids to sign celebrities to endorse their brand of footwear (2 decision entries per bid)
- Corporate social responsibility and citizenship (up to 6 decision entries)
- Financing of company operations (up to 8 decision entries)

Additional information for student participation in the BSG are provided under the section title **BSG DETAILS**

**Case Assignments (Total of 2):*****Preparation of Written Case Assignments (Case 1 – 15%, Case 2 - 15% of total course grade)***

The written case assignment is to be prepared on an individual basis. It is expected that the content of the written case will reflect the individual student's thoughts and analysis.

Collaboration with class members is allowed. The written portion of the case will be limited to a 3-page executive summary of recommendations to address the strategic issues in the case. The purpose of the written case assignments and all case analyses for the course is to help the student become proficient in analysis-based decision making.

Suggestions regarding the preparation of written case assignments are discussed in “A Guide to Case Analysis” posted in Doc Sharing on the course home page in eCollege and at the “Student Center” at [www.mhhe.com/thompson](http://www.mhhe.com/thompson). It is also included in the text, Appendix CA.

The criteria for grading written case presentations include:

1. Identification of key problems/strategic issues.
2. Evidence that the use of appropriate analytical tools and techniques presented in the chapters were used in identifying strategic issues.
3. Presenting realistic, workable, well-supported recommendations for action.
4. Use of good communication skills—failure to use good grammar, spelling, and other written communication skills will result in a full one-letter grade reduction.
5. Evidence of adequate preparation, pride of workmanship, and display of professional attitude and approach.

**Note:**

- 1) Written case assignments should be submitted no later than the due date for the assignment (see the COURSE PLAN. Cases turned in after the scheduled due date are eligible for a grade no higher than a C. **No late papers will be accepted if submitted more than 48 hours past the scheduled due date (except by prearranged consent of the instructor).**
- 2) All written cases are to be typed (double-spaced) and should incorporate correct form, spelling, grammar, sentence structure, and communication skills.
- 3) Papers which, in the opinion of the instructor, employ disproportionately poor grammar and poor quality written communication skills will be assigned a grade that is a full one-letter lower than would otherwise be assigned.

**Mid-term and Final Exams (Total of 2): (**15% of Total Course Grade, Each Exam**)**

The two exams in this course will be Multiple Choice and essay exams that require students to integrate assigned readings with text coverage of strategic management concepts. Exams are to be completed on an individual basis. Each student is expected to take the examinations when scheduled. Students will have 75 minutes to complete the exam. Exams will open and close as shown in the SCHEDULE OF CLASS ACTIVITIES.

**Completion of the Connect Learning Assurance Exercises: (**10% of Total Course Grade**)**

The Connect package for the course includes Learning Assurance Exercises that will allow the student to further assess their understanding of key chapter concepts and their ability to apply the tools of strategic analysis presented in all 12 chapters. One exercise will be assigned for each chapter to be completed on an individual basis. Completion of these exercises should further prepare the student for the two exams in the course.

**Core Competency Exam (**10% of Course Grade**)**

The Core Competency Exam (CCE) is designed to measure your comprehension of the core business courses. The College of Business requires all students to take the CCE in their final semester, and uses the results to evaluate our programs. Additionally, faculty may consider your CCE results, in addition to your coursework, when they recommend you for jobs or additional academic programs. The CCE is administered through enrollment in this course (the capstone strategy course). The CCE will be administered during the week of 4/10/2018, the 12<sup>th</sup> week of the course. (See the Course Plan.). That week, your requirements for this course will be minimal to allow you to focus on the CCE. More information will be provided later.

**Class Participation (5% of Course Grade)**

This grading component will be based on a student's overall participation in the course, quality of written work, participation in any discussions and compliance with the course plan. The points earned will be at the discretion of the instructor.

**BUSINESS STRATEGY GAME (BSG) DETAILS**

In The Business Strategy Game (BSG), 3 to 5 class members are assigned to operate an athletic footwear company that produces and markets both branded and private-label footwear and competes head-to-head against footwear companies run by other members of the class. As many as 12 companies can compete in a single industry grouping (class sizes above 50 are typically divided into two or more industry groups). The companies compete in a global market arena, selling in four geographic regions—Europe-Africa, North America, Asia-Pacific, and Latin America. The team assignments will be distributed in the first week of the course.

**Participating in The Business Strategy Game Simulation**

Students will be provided registration information for the BSG in class and on the Mgt 439 course homepage and in Doc Sharing. It is critical that each student read and understand the player's guide for the BSG. There will be 2 practice rounds for BSG and then 8-10 regular decision rounds. Students will also take two quizzes during the BSG and perform an evaluation of their team at the conclusion of the simulation exercise. (The schedule for the BSG activities is included in the Course Plan available on the course homepage in eCollege and in Doc Sharing.)

Peer Evaluations – All students will be required to rate the performance of their BSG team members along with their own performance in The Business Strategy Game simulation. Students' grades for their performance in the simulation may be lowered by as much as two letter grades if other team members universally rate a student's knowledge of the mechanics of the simulation and contribution to team success as "poor."

Terminating a member of your management team – Team members are subject to dismissal from the team if they are unwilling to master the material presented in The Business Strategy Game Players' Guide or are unwilling to attend team meetings or otherwise participate in the simulation.

**TECHNOLOGY REQUIREMENTS, ASSIGNMENTS and COURSE POLICY**

Our campus is optimized to work in a Microsoft Windows environment. This means our courses work best if using a Windows operating system (7 or newer) and a recent version of Microsoft

**GLB/Business Strategy**  
**Spring 2018**

Internet Explorer or another Windows compatible browser such as Firefox or Microsoft Edge. Your courses will also work with Mac OS X along with a recent version of Safari. Along with Internet Explorer and Safari, eCollege also supports Google Chrome and Firefox on both Windows and Mac operating systems.

It is strongly recommended that a “Browser Test” be performed prior to the start of the 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.

There is a reliance on technologies in this course that impacts the need to have assignments done on time. Having ample time to complete an assignment will be the responsibility of the student. It is also the student’s responsibility to find solutions to technical problems with sufficient time to complete the required tasks. Do not wait until a due date is near to discover/report lack of access to software, inability to connect to a network, etc. While the instructor will help wherever possible, it is the students’ responsibility to maintain his or her network. However, technical problems can originate on the TAMU-C campus, in which case you will not be responsible to complete work that you cannot complete due to TAMU-C network or software problems. You are responsible for contacting me as soon as you detect a problem so that we can arrange a way for you to meet the course objectives.

**Format for Assignments:**

Virtually all assignments must be turned in using the following format guidelines.

1. Typed, double-spaced
2. Times New Roman, 12 font (only)
3. Paper size should be standard, 8-1/2 by 11 inches
4. References should be complete (in that they can be used to find the source) and consistent. APA Style is expected. The main focus should be to make a complete reference that will include author (if known), source (magazine, journal, website, etc.), date of publication (or retrieval), etc.

**Assignment Submittal Policy**

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** listed. The Course Plan lays out the full course schedule and can be accessed on the course home page or on Doc Sharing. Late assignment submittals will not be accepted without prior approval nor will email submittals. All assignments must be submitted into the appropriate drop box.
3. **Assignments must be complete.** Components of an incomplete assignment submittal will not be accepted after the assignment due date.

Under normal situations, assignments sent to my university email address will not be accepted.  
 Submittals that are not consistent with course software format and file requirements will not be accepted and graded.

**Note:** Submit assignments in MSWORD and avoid grading issues.

### Course Assignment and Exam Schedule and Dates

Assignment/Exam	Open	Due	Exam Date
Teams Assigned for BSG		Jan 18	
Complete BSG Practice Rounds	Jan 23	Feb 5	
Case Study 1	Feb 22	Mar 6	
Case Study 2	Apr 17	Apr 26	
Midterm Exam (Chapters 1 -6)			Mar 8
BSG Final Documents		Apr 9	
Final Exam (Chapters 7-12)			May 8
Course Competency Exam			Apr 9-13

**Code of Student Conduct:** All students enrolled at the University shall follow the tenets of common decency and acceptable behavior conducive to a positive learning environment. Students enrolled in on-line courses have the same rights and responsibilities as students in live-taught courses. Refer to Student's Guide Book located at:

<http://www.tamuc.edu/CampusLife/documents/studentGuidebook.pdf>

**Campus Concealed Carry:** Campus Concealed Carry - 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 (<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.

**GLB/Business Strategy**  
**Spring 2018**

**Nondiscrimination:** A&M–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.

**Students with Disabilities Information:** 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  
Gee Library, Room 162,  
Phone: (903) 886-5150 or (903) 886-5835  
Fax: (903) 468-8148  
Email: [StudentDisabilityServices@tamuc.edu](mailto:StudentDisabilityServices@tamuc.edu)

**Comment on Academic Honesty:** Plagiarism represents disregard for academic standards and is strictly against University policy. Plagiarism and other forms of academic dishonesty are not tolerated. Plagiarized work will result in an “**F**” for the course and further administrative sanctions.

Instructors “are expected to uphold and support student integrity and honesty by maintaining conditions that encourage and enforce academic honesty.”

Conduct that violates generally accepted standards of academic honesty is "Academic dishonesty." It 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.”

See 13.99.99.R0.03 Plagiarism

<http://www.tamuc.edu/aboutUs/policiesProceduresStandardsStatements/rulesProcedures/13students/academic/13.99.99.R0.03Plagiarism.aspx>

Guidelines for properly quoting someone else’s writings and the proper citing of sources can be found in the APA Publication Manual.

Papers may be reviewed electronically by Turnitin.com or a similar resource.

**GLB/Business Strategy  
Spring 2018**

**Research Studies/Human Subjects** (Procedure A15.02): Texas A&M University-Commerce recognizes the need for investigation in which human beings may serve as research subjects. The University acknowledges and accepts its responsibilities for ensuring that the privacy, safety, health, and welfare of such subjects are adequately protected. All research, which involves any form of participation of human subjects, qualifies as human subject research. This includes certain survey research, research by students as well as by faculty and staff and both internally and externally funded research.

In order to comply with federal regulations as well as to conform to guidelines of the University's Institutional Review Board (IRB), the principal investigator should obtain approval of their research protocol from the IRB prior to any contact with human subjects.

If you are using humans in any of your research, contact your professor before proceeding with the research project. A determination will be made as to the need for IRB review and approval. Contact your professor for assistance.

**GLB/Business Strategy  
Spring 2018****Mgt 439 Case Study Grading Rubric**

Semester: Fall 2017  
Section: Mgt 439  
Teacher: Dr. Bob Collins  
Available Points: 10  
15

CATEGORY	Points	Pt Distribution %'s	0-59	60-69	70-79	80-89	90-100
A. Case summary including the business name(s), principals and other key facts.			Poor desc; more than one missing element	Acceptable desc ; more than one missing element	Clear desc ; more than one missing element	Clear desc ; missing element	Clear desc of the case situation
10%	1, 1.5						
B. Statement of the question(s)			Poor or incomplete statement	Acceptable statement; elements missing	Less than clear statement; elements missing	Clear statement; elements missing	Clear statement of the question(s)
10%	1, 1.5						
C. Identification of the data and information required to assess the questions			Poorly presented, incomplete	Incomplete , missing elements	Incomplete limited missing elements	Good identification and presentation	Thorough, complete identification and presentation
20%	2, 3						
D. Analysis and statement of the response to the question(s)			Incomplete; presented as an afterthought	Incomplete, missing content, poorly presented,	Incomplete content, inaccurate not clearly presented	Mostly Clear response, incomplete content	Clear and complete response
20%	2, 3						
E. Quality and thoroughness of the analysis			Limited, inaccurate	Poor assumptions; partially presented; inaccurate	Assumptions incomplete or not stated; some accuracy questions	Reasonable assumptions; well organized; accurate	Reasonable assumptions; well organized and presented
20%	2, 3						
Overall Content and Quality of Writing			Poor writing; typos/misspells; inaccuracies; Poor organization	Sloppy Grammar; Inaccuracies or Deficiencies; Poor organization	Grammar issues; Content and organization Deficiencies	Moderately Prof., some rough spots; content OK	Professional, clear and concise; Well organized
20%	2,3						
<b>Total Points</b>			<b>10, 15</b>				